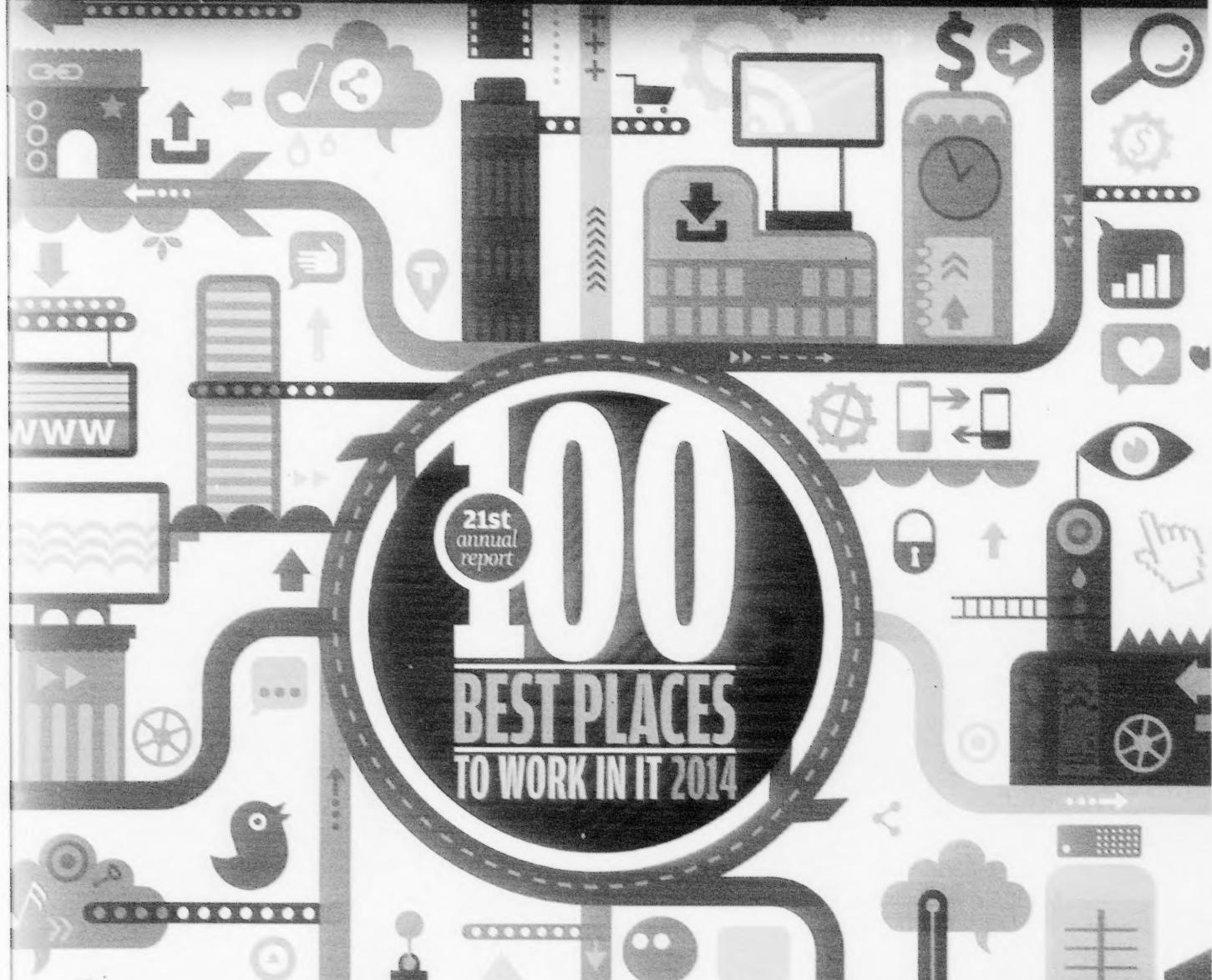


**Also inside:** After 47 Years and 2,000-Plus Issues, Computerworld Says Farewell to Print **60**

# COMPUTERWORLD

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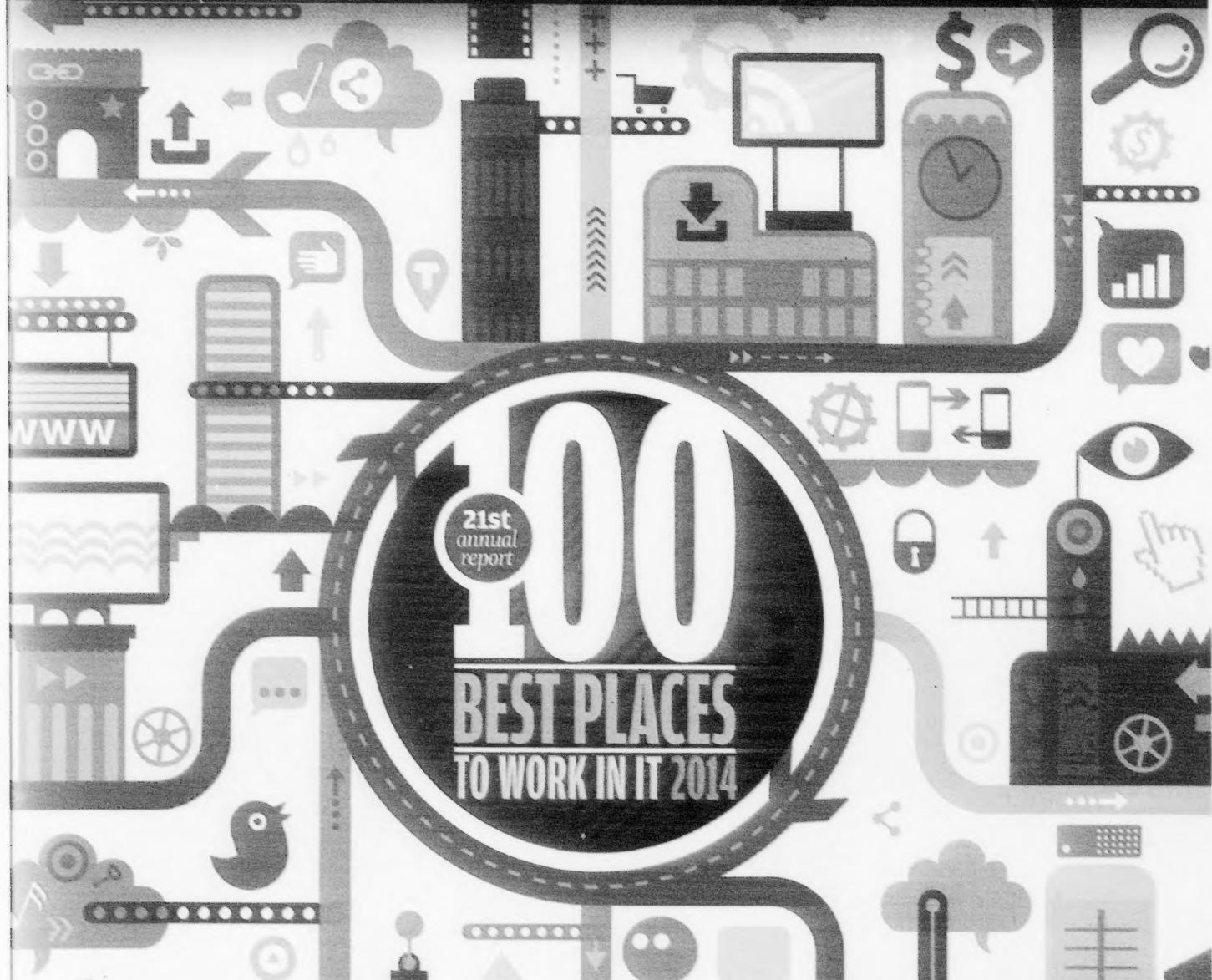
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## Where work is satisfying, benefits are bountiful, and IT employees control their careers.

**Also inside:** After 47 Years and 2,000-Plus Issues, Computerworld Says Farewell to Print **60**

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# 100 BEST PLACES TO WORK IN IT 2014

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IT pros seek meaningful work with **opportunities to innovate**. See who delivers in our 21st annual report.

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ONLINE: Find an organization that suits you based on size, location, turnover rate, training programs and more at [computerworld.com/2014bestplaces](http://computerworld.com/2014bestplaces)

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# Headsup

## SOFTWARE DEVELOPMENT

### IBM to Support Agile Method in Bluemix Services

IBM has updated its Bluemix portfolio of cloud services to help companies deploy new applications more quickly.

At its annual Innovate developer conference, IBM launched a number of new services to support practices such as devops and agile programming.

IBM said early users have had success with the service. For example, Financial Insurance Management Corp. used Bluemix to develop a mobile app that helped boost its customer renewal rates by 30%.

And MyMenu, a startup that provides restaurant information to mobile users, uses IBM's services to run its back-end software.

Bluemix allows developers to readily assemble multiple cloud-based features, from both IBM and others, into services. The new Bluemix features include the following:

- AppScan, to test application security in multiple environments.
- Embeddable Reporting, to build advanced analytics to see how customers are using mobile apps.
- Workflow, to orchestrate cloud services and modify workflows based on their behavior.
- Continuous Delivery Pipeline, to manage multiple application releases.

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IBM is planning to add more features to support continuous testing, release and deployment of apps for mobile devices and mainframes.

- JOAB JACKSON,  
IDG NEWS SERVICE



## OPERATING SYSTEMS

### Apple Revives Public Beta Test Program

**J**UST AS RIVAL MICROSOFT has begun backing away from the practice, Apple has returned to public beta testing of its Mac operating system after a 14-year hiatus.

Apple said that it would expand its public beta program to include OS X Yosemite, which is expected to be available this fall. Previously, only registered developers have been able to obtain Apple pre-release software.

Wes Miller, an analyst with Directions on Microsoft who once worked as a Microsoft program manager on the Windows Core operating system team, said betas are valuable.

While he was at Microsoft, "we were dealing with 'white box' PCs that could have hardware or software from all over the place, bad antivirus and more," he recounted in an email. For that reason, he added, betas "were

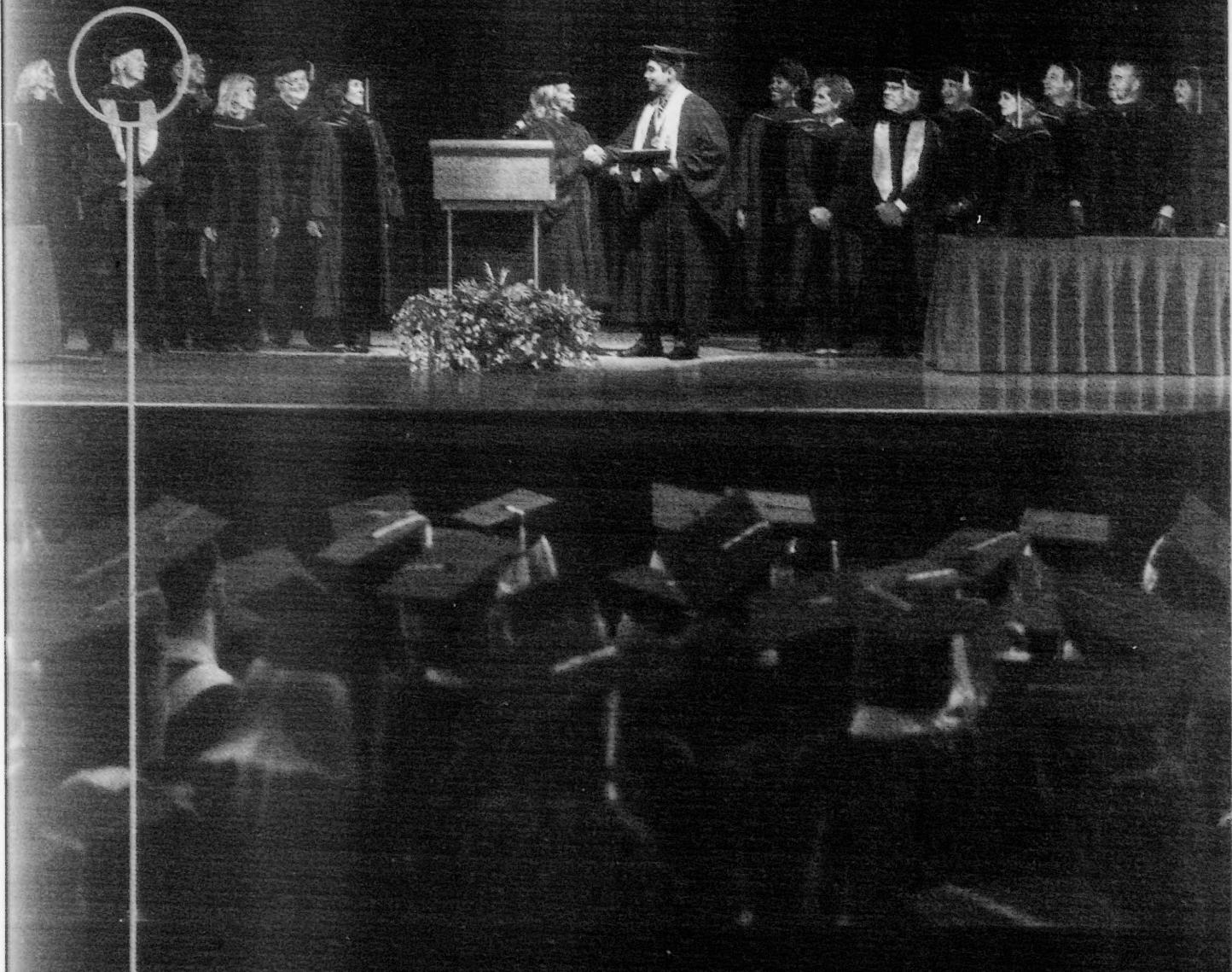
useful to gauge real-world experiences of what was and was not working correctly, early."

But Microsoft has been retreating from that stance. Last year's Windows 8.1 was publicly tested for just four months, and the follow-up, Windows 8.1 Update, wasn't tested at all.

Microsoft has backed off the practice because it doesn't "jibe well with the idea of agile development cycles and doesn't provide enough feedback to justify the time/financial cost," Miller said.

Apple risks little by welcoming the public into its Yosemite betas, even if features leak, as they inevitably will. Mac owners can sign up for the beta program on Apple's website. An Apple ID is required and the Mac must be running OS X Mavericks.

- Gregg Keizer



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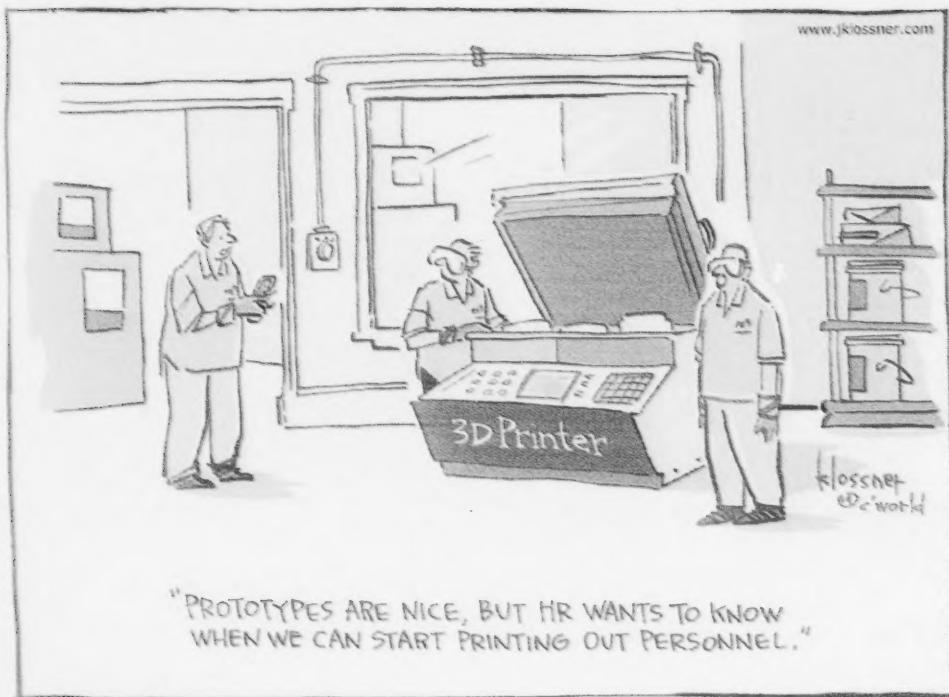
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## HEADS UP

### BETWEEN THE LINES

By John Klossner



"PROTOTYPES ARE NICE, BUT HR WANTS TO KNOW WHEN WE CAN START PRINTING OUT PERSONNEL."

### HARDWARE

## 3D Printers Churn Out Ford Prototypes

**T**EN YEARS AGO, Ford's 3D lab printed perhaps 4,000 prototype parts for the automaker's vehicles. Today, just one of five Ford 3D prototyping centers churns out more than 20,000 parts annually.

In fact, without 3D printing, Ford wouldn't be able to meet its new-model manufacturing deadlines, said Harold Sears, a technical specialist at Ford. The company depends on 3D printing to invent new vehicle parts.

"Everybody wants to know how much 3D printing has saved in dollars, but when you're talking prototypes, [the savings are measured in terms of] time," Sears said. "What would bringing a product to market a month early do for you? That's millions of dollars. It's not something that's easily measured."

Before 3D rapid prototyping, blueprints of part designs had to be sent to a machine shop, and it could take weeks to produce a part. Once the part was delivered, it would often have to be modified, meaning the machine

shop had to make additional models.

Today, engineers use computer-aided design software to draw parts, and those designs are downloaded to 3D printers that can create them in hours. Nothing needs to go off-site.

Ford's 3D printers range from one the size of a large refrigerator to one that's about as big as a small truck. They range in price from \$250,000 to the high six figures.

The automaker uses nearly a half-dozen types of 3D printing methods, including stereo lithography, selective laser sintering, fused deposition modeling and a lesser-known process called binder jet printing, where layers of sand are stuck together to create molds for metal parts.

Of Ford's five 3D prototyping centers, three are in the U.S. and two are in Europe. At its Dearborn Heights, Mich., facility, 14 industrial 3D printers produce 20,000 parts a year. A single print run on one machine can create anywhere from a few parts to hundreds.

— Lucas Mearian

## Micro Burst

Intel's new Core i7 chip can run at speeds of up to

**5GHz**

It's the company's first processor to surpass 4GHz.

SOURCE: INTEL

### WIRELESS TECH

## Intel Envisions Fully Wireless PCs by 2016

Intel wants to eliminate wires from computers by 2016, and it's working on a variety of wireless technologies to make that vision a reality.

The chipmaker is developing ways to eradicate the clutter of power cords, display connectors and peripheral cables, said Kirk Skaugen, senior vice president and general manager of the company's PC Client Group, during a speech at the recent Computex trade show in Taipei.

Intel will deliver a reference design of a Core processor code-named Skylake that will enable wireless docking, charging, display and data transfers.

To wirelessly connect desktop units to displays, keyboards and mice, Intel will use a technology called WiGig that is three times faster than the latest Wi-Fi technology.

The company is developing WiGig modules for laptops, desktops and high-resolution displays, said Skaugen, adding that wireless modules could be integrated in PCs as early as next year.

Other Intel research initiatives are focusing on the development of wireless charging systems and computers that are more interactive, Skaugen said.

— AGAM SHAH,

IDG NEWS SERVICE

# Call for Submissions

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- Was it a project that helped to transform the experience for employees or customers?
- Did you and your team complete the project despite internal and external challenges?
- Have you leveraged VMware's technology?

Then it's time to share your story and gain recognition for your leadership. Nominations are now being accepted for the annual VMware Innovation Awards, produced by Computerworld.

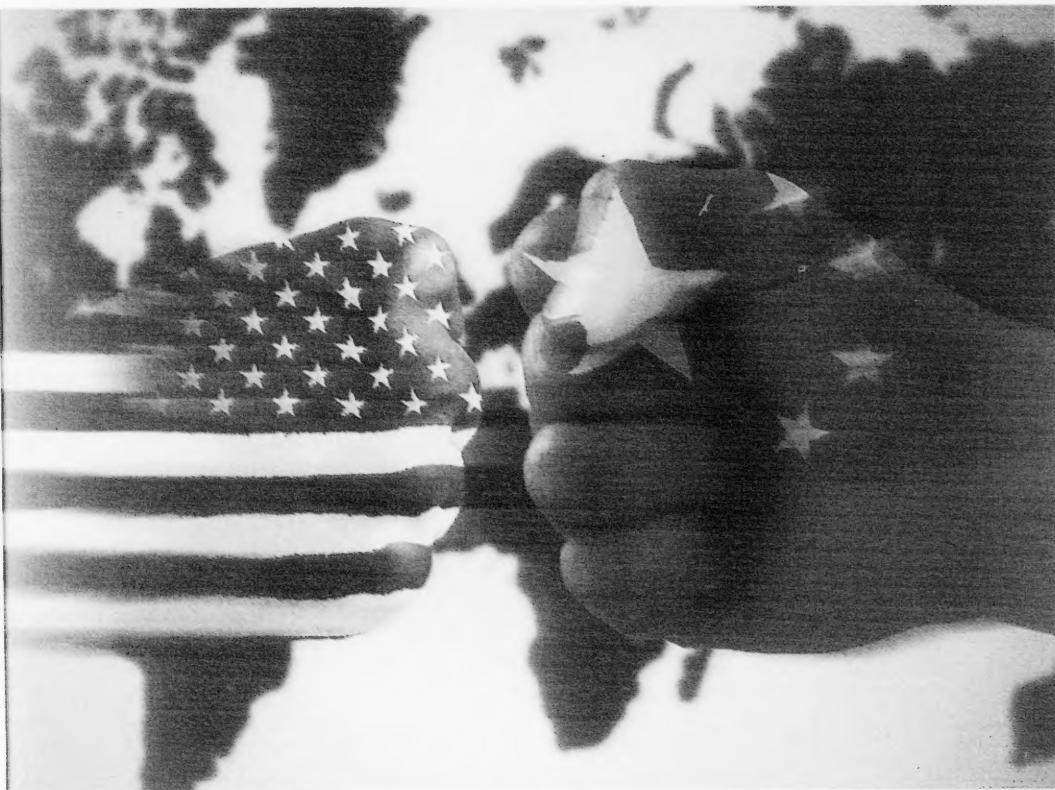
The innovation categories are (multiple entries are accepted):

- Driving Business Innovation with Hybrid Cloud
- End-User Computing in the Mobile-Cloud Era
- Leveraging the Software-Defined Data Center (SDDC)
- Transforming the Workforce with New Technologies

Winners will be selected by a prestigious panel of judges and honored at VMworld on August 25th in San Francisco.

Get more information and nominate your project:  
<http://events.computerworld.com/vmwareawards>

Nomination deadline: July 21, 2014



## NEWS ANALYSIS

# Newfound Strength Drives China's Attacks on U.S. IT

With its domestic tech industry advancing rapidly, the Chinese government is challenging U.S. vendors. **By Patrick Thibodeau**

**T**HE BLISTERING ATTACKS that China has directed at U.S. tech companies amount to more than quid pro quo over cyberspying charges. The offensive is a sign of China's growing confidence in its technological capabilities.

China makes its own computer chips, has the world's fastest supercomputer, and is on target to surpass the U.S. in R&D spending. It has built a social media empire for its 600 million Internet users, keeping Facebook and Twitter on the fringes.

The country has recently launched a war of words against American tech companies, as it counters criticism, and more, of its policies and online activities by the U.S., which in May indicted five Chinese military officers on cyberspying charges.

China's government is taking aim at U.S. hardware vendors and information providers, such as Google. Among other things, China's state-run media earlier this month ran a story headlined "Foreign Tech Firms Pose Threat on Internet." TV spots tout threats to ban Windows 8, and Chinese server-maker Inspur is running a campaign to woo current IBM customers.

China is picking its targets carefully. Here are five factors that

ton because of how it operates. Foreign firms are under pressure to transfer technology in exchange for access to China's market. Sen. Ron Wyden (D-Ore.) has called the process a "shakedown."

**3. China's hardware capability is increasing.** China's most obvious display of tech innovation is in its development of supercomputers. It's now building systems made entirely of indigenously developed products, including chips and interconnects.

That means U.S. hardware-makers now face "increased barriers to sales to China," said Bartels.

**4. A huge amount of China's software is pirated.** That means the country's attacks are more limited than they might be otherwise. Analysts point out that piracy undercuts incentives to build homegrown systems. "China's capabilities in software are so basic they really don't have an option," said Bartels.

That's why China is only railing about the specter of foreign hardware and information services, not about foreign software.

**5. There's no downside.** China's government knows that, because the country's consumer market is so vast, U.S. tech vendors will work hard to do business there, no matter how difficult that becomes. ♦

are influencing the country's approach to the U.S. on matters related to IT.

**1. China is asserting itself.** China President Xi Jinping, a chemical engineer by training, is clearly wielding power.

For instance, six months after taking office last year, Xi approved an air defense identification zone in the East China Sea, requiring aircraft to report flight plans and provide other information. China is also asserting territorial rights for drilling in the South China Sea.

Andrew Bartels, an analyst at Forrester Research, sees China's offensive against U.S. tech companies as part of an overall "assertive" foreign policy approach.

**2. China's innovation policy repudiates U.S. products.** China wants to wean itself off as much foreign technology as possible. Currently, non-domestic systems account for about 50% of China's IT infrastructure; the goal is to reduce that to 30% by 2020.

There's hostility about China's indigenous innovation program in Washington



# ‘Comatose’ Servers Sap Data Center Power

**Decommissioning servers is a difficult process, as Barclays learned in its now-successful effort to rid itself of underused systems. By Patrick Thibodeau**

**A**N ENVIRONMENTAL PROTECTION AGENCY plan to cut carbon dioxide pollution, in part through efficiency improvements, could put pressure on data centers with servers that are doing very little work — or none at all.

Many high-profile data centers run by the likes of Apple, eBay and Google incorporate alternative energy into their power mix, and all boast about the efficiency of their operations. But a recent Uptime Institute survey suggests that a large number of data centers are running substantial numbers of servers that do nothing.

Nearly 25% of the more than 1,000 enterprise data center operators and executives who responded to the Uptime survey said that at least 10% of their servers are “likely comatose.”

And the actual numbers may be higher. “Most data center operators can’t even tell you how many servers they have, never mind their utilization,” so caution in interpreting

“Most data center operators can’t even tell you how many servers they have, never mind their utilization.”  
— JONATHAN KOOMEY, RESEARCH FELLOW, STANFORD UNIVERSITY

those numbers is indicated,” said Jonathan Koomey, a research fellow at the Steyer-Taylor Center for Energy Policy and Finance at Stanford University. “The percentages for comatose servers are likely much bigger.”

Managing underused servers and improving efficiency isn’t easy, as Barclays has discovered.

Last year, Barclays decommissioned about 9,100 physical servers, which represented 12% to 17% of the financial services company’s total server footprint. Those systems collectively consumed 2.5 megawatts, and Barclays became a model for the industry when it took them out of service.

That success was the end result of a multiyear effort to develop a decommissioning process.

That program began after Barclays took on a number of redundant systems in its 2009 acquisition of the North American operations of Lehman Brothers.

Initially, the decommissioning process was chaotic. “What

we learned was the biggest impediment to success was people’s reluctance to click the ‘approve’ button” on a change ticket, said Paul Nally, a director at Barclays.

Shutting down a database server might involve a dozen tickets, but there was no order to the process. The Barclays IT operation used an orchestration software tool to ensure that the approach followed a series of orderly steps: Database administrators went first, followed by storage administrators, then operating system specialists and finally the people who did the physical work.

To overcome concerns about decommissioning, Nally said the process was made as “safe as possible” and “reversible.” With those controls in place, he noted, “people’s reluctance to hit ‘approve’ sort of abated.”

Shutdowns take place over three weekends. On the first weekend, there’s an inventory check to make sure the server is where it’s believed to be; a week later, the server is shut down via an automated workflow; and the server is removed from the rack on the third weekend.

The three-week process allows Barclays IT teams to quickly recover a system if a mistake is made during the decommissioning.

There were some errors early on, but the process has improved with the adoption of a consistent, repeatable plan.

Decommissioning servers is “cleaning up after yourself,” and in doing so “you remove a lot of noise from the environment,” said Nally. The end result, he added, is a more nimble and efficient IT operation. ♦



# THE Grill

## Chris LeBeau

This IT leader is preparing to capture the benefits of the Internet of Things.

**Family:** Girlfriend and her three children, ages 16, 14 and 9

**Do you have any hobbies?**

Flying a Cessna Skylane 1825 and a Cessna Skyhawk 172S as a member of the Schaumburg Flying Club; home improvement projects; chauffeuring the kids.

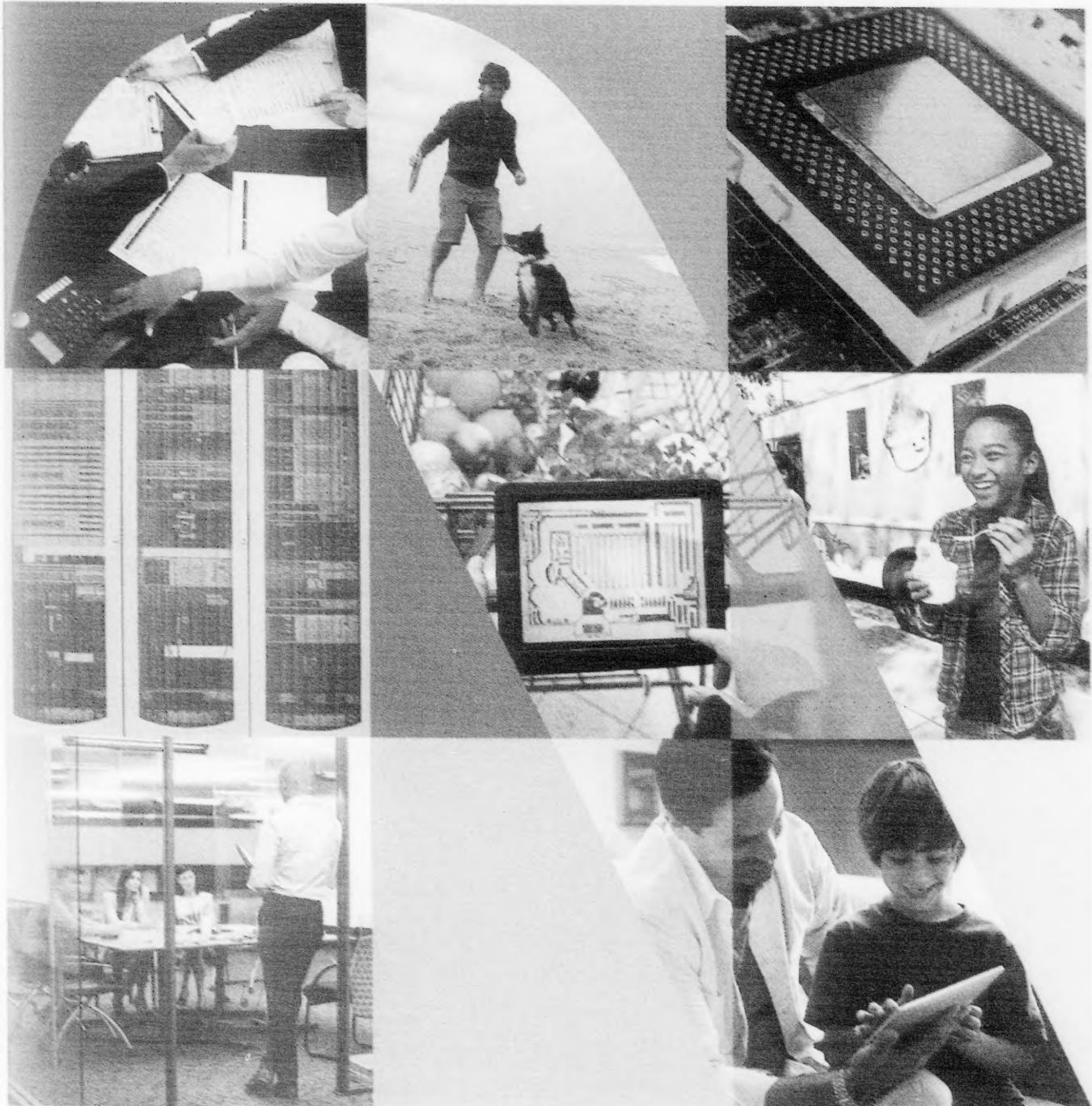
**What's on your reading list?**

*Value Driven Maintenance: New Faith in Maintenance*, by Mark Haarman and Guy Delahay, and reading material about service-oriented architecture.

**What's on your playlist?** Music by Peter Gabriel, film soundtracks

**Hometown:** Chicago area

**W**HEN CHRIS LEBEAU stepped into the top IT position at Peoria, Ill.-based Advanced Technology Services (ATS) nearly two years ago, he formulated a clear objective for the IT division: putting the right technology tools and capabilities into the hands of the company's 3,000 employees to help them be more efficient and effective. LeBeau, who joined ATS in early 2010 as director of shared services, acknowledges that delivering on such a broad vision takes a multipronged strategy that addresses specific needs. To meet that objective, he's drawing on his past experience and his expectations of the future capabilities of IT tools. Here, ATS's IT director shares his ideas on how to achieve success in IT.



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**“**My job is to listen to the folks who are supporting the customers and to help them.

**What's the biggest pain point in your IT operations right now?** Like most companies, you buy systems and live with them for a long time. There are a couple of things we'd like to move away from. [For example,] we have an older work-order system that we use for key parts of the business. It's on a mainframe, and we want to move away from that system and move it into other systems we have that are more modern. It's a lot of business architecture work so we can migrate people and train them and shut those old tools down. Systems were only meant to be used for so long, and the longer that goes on for any system, the more nervous you get. I don't think that's uncommon.

**What's the next big project you plan to tackle?** To improve, you have to continually look at what you're doing and ask if you're doing enough or if you can do more. My job is to listen to the folks who are supporting the customers and to help them. So [deploying] easier tools is one thing. You take what you have and make them simpler. But then you have to ask: What else can you bring in to improve? You hear about the Internet of Things — things all communicating back to some central network to give you visibility. That's really where we're looking.

**What would the Internet of Things mean for your IT department?** It changes the network aspect: What are the networking considerations, like bandwidth and security? The data coming off these [networks] would be significant, so how would you process and store that? You need to think about categorizing, correlating, giving it context and meaning so it's not just data but information you can make decisions from.

**How close are you to capitalizing on the Internet of Things?** It's definitely in our five-year window. We're doing the initial work to understand the benefit, what the level of effort would be to implement and operate it, and how we will prove that benefit out.

**The word efficiency frequently comes up when reading about your company. How do you identify areas where IT can add efficiencies?** We have a business architecture team that's responsible for understanding what the business is trying to accomplish, what their goals are, how they do it. Behind that, we have a systems architect group that takes those business requirements and tries to understand how to implement the tools, how we can consolidate applications. Companies acquire a lot of applications over time, so [we ask]: How do you simplify them? How do you consolidate them? How do we create an environment that's intuitive for our users so they find what they need the first time? That's what our collective mission is: to understand what the business needs and put in efficient and intuitive systems.

**What has been your biggest accomplishment since becoming CIO at ATS?** The reorganization of the team. We reorganized to do a couple of things: change to a business-focused conversation instead of an IT-focused one, do good system design behind that and put out new functionality to support business objectives. Taking a more modern approach is starting to pay dividends.

**What's the ROI?** The business feels they're being listened to, and they see results.

**How did you get buy-in for the reorganization?** By architecting an organization that would meet the challenges within the company and communicating why it was important, why a change made sense and then why it would yield different results. A lot of it was a communications campaign, to be quite honest.

**How did you make that an effective campaign?** We have regular meetings with senior leadership. And then, as you navigate projects and conversations, you take the opportunity to make sure they understand what you're talking about and how it will benefit them. You have to sell it. You have to evangelize.

**Your company says it aggressively seeks to hire veterans. What unique benefits do military people bring to IT?** I have several former Navy and Air Force personnel in my group. And from my own personal experience, there's a level of maturity in terms of operating within an organization. There's a sense of mission and a sense of duty. There's an understanding that accomplishment matters. And veterans are objective-oriented.

— Interview by Computerworld contributing writer  
**Mary K. Pratt** (marykpratt@verizon.net)

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» CIO Linglong He (left) leads a workforce of more than 1,100 IT employees united by strong company principles and a culture that encourages risk-taking—sometimes on two or three wheels.

NO. 1 | LARGE

# Quicken Loans

A new in-house training program and strong corporate values help IT employees thrive in an atmosphere of accelerated growth. **BY STEPHANIE WILKINSON**

LOOK AROUND THE HALLS at Quicken Loans and you might figure that good times are the reason the financial services firm ranks as Computerworld's No. 1 large place to work in IT for 2014.

Sure, employees appreciate the candy counter, the basketball court and the pool table fashioned from a classic Mustang, but it's a core set

» Meetings might occur in a repurposed bank vault or outside at Martius Park, just across the street from Quicken Loans' downtown Detroit headquarters, with popcorn, slushies and cappuccino keeping energy levels high.



of corporate ideals that's truly responsible for Quicken Loans' staying power on the *Computerworld* Best Places to Work in IT list. (The company was No. 1 from 2005 to 2007 and returned to the top spot last year.)

That strong corporate culture has recently guided Detroit-based Quicken Loans through times that weren't so good, owing to a recession and to the fact that the company is in an industry directly tied to that downturn and is located in a city battling bankruptcy.

"We use our core culture to drive decision-making, and we always have," says Anne Way, a 10-year company veteran who is now director of project management. "Everyone knows that the core *isms* are solid," Way says, referring to Quicken Loans' 19 core principles, or *isms*, such as *Do the right thing* and *Obsessed with finding a better way*. "During the downturn, that's when things were even more consistent. We stuck to who we were, and that saw us through."

Some of the company's hurdles have been homegrown. Over the past four years, Quicken Loans has expanded its IT workforce

from 350 employees to more than 1,000. It has moved more than 8,000 staffers from suburban Michigan to downtown Detroit. And it has switched CIOs — Linglong He took over in 2010.

"It's fast-paced and intense, but team members are genuinely open and available to each other," says Way, a former banker who's been in her current job for four years, overseeing 30 project managers and two team leaders handling high-priority IT initiatives. "It's a culture open to ideas. We'd rather be thinking and trying, even things that don't pan out. There are risks worth taking."

Two big initiatives underscore the way Quicken Loans is handling its rapid IT workforce growth.

First, He recently initiated a restructuring of the IT team. Now each business unit has its own IT team, she explains. Instead of shifting resources from one project to another, team members stay on projects from start to finish. "It's more consistent for the business," He says, "and the teams themselves feel better about it."

Second, last autumn the company launched an in-house training program specifically for

It's fast-paced and intense, but team members are genuinely open and available to each other.

ANNE WAY, DIRECTOR OF PROJECT MANAGEMENT

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» Employees can join quick pickup basketball games or enter to win tickets to an NBA game. (Quicken Loans founder Dan Gilbert owns the Cleveland Cavaliers.)

IT workers. It's called Quicken Loans Technical University, and training specialist Eric Duby says 10 courses have been rolled out so far, on topics ranging from systems training to soft skills like interpersonal communication and time management. "Whatever kind of course it is, it's about personal growth," Duby says.

Having worked at Quicken Loans for 18 years, he has had a ringside seat for the ever-more-heated battle for IT talent, and she knows that pay isn't the only factor that makes a company a great place to work. "Our salaries are competitive," says the CIO. "But that probably isn't why people choose to work with us rather than General Motors, next door, where the pay can be double. It's all the other factors. We invest in people's careers."

"My personal joy," she adds, "is to see a team work together and to see individuals realize their maximum potential."

Ian Kwiotek is a young beneficiary of Quicken Loans' investment in talent. In 2012, as a student at Wayne State University, Kwiotek was a part of the inaugural class of a program called "IT in the D," set up by several Detroit-area businesses to give select students experience with real-world IT projects.

For 10 weeks, Kwiotek worked at Quicken Loans on a database project. He was so smitten by the experience that in the fall, he applied for a permanent position. Now he's a part-time student and a full-time application engineer at Quicken Loans.

"There are constant reminders of why the company is so successful. People here are adamant about walking the talk," Kwiotek says, noting that Quicken Loans workers ask questions like, "What can you bring to the team?" and "How can we do better for the customer?"

"The best part of the job," he adds, "is being surrounded

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## 100 BEST PLACES TO WORK in IT 2014 [LARGE]



» Downtime around the Mustang-inspired pool table fosters camaraderie. "If a project grows, I can ask anyone for help," says application engineer Ian Kwioteck.

by extremely knowledgeable, hungry, smart people."

When Kwioteck's friends visit the office, he says, they're drawn in. Not just by the vibrant color scheme or the open floor plan, or by the Ping-Pong tables and popcorn — those aren't cutting-edge workplace amenities anymore — but by the attitude, perhaps encapsulated best in one of those *isms*: Yes before no.

"If a project grows, I can ask anyone for help. Everyone is willing to be part of the solution," he says. "And oddly enough, it's a relaxed environment. We meet deadlines, but somehow it never seems frantic."

Like other employees, Lisa Phillip, a business architect who has been with Quicken Loans for eight years, has enjoyed trips to Las Vegas for Academy Award-style "Gilbert Awards" ceremonies, named for Quicken Loans founder Dan Gilbert, and surprise invitations to professional basketball games. (Gilbert owns the Cleveland Cavaliers.)

Phillip started as part of a data warehouse team. She became senior engineer on that team then became architect for the business intelligence team. Her first four years at Quicken Loans were at the Michigan campus, but when family needs required her to move to Florida four years ago, Phillip was given the option to work remotely. It's been a successful, and very much appreciated, arrangement, she says.

Many of the rewards Phillip sees in her job are intangible.

"Our team turns data into actionable insights. I get to see the value of what we provide every day. Still, the job is really technical — we may understand what we're doing, but we don't expect everyone else to," she says. "So when we get emails from the CEO directly praising some new piece of work, that's amazing. To see your work have an impact on someone who you wouldn't think even knows you — that's great."

That kind of communication spans all layers of the organization. CEO Bill Emerson gives out his phone number, forgoes a corner office and pens personal notes on every birthday card.

Those "out of the blue" appreciations are a welcome surprise. On the flip side, consistent contact with team leaders means nobody's surprised during a performance evaluation. When problems occur, such as a system outage, Phillip says, the tenor of every post-mortem runs toward taking ownership of the issue and using it as an opportunity for growth.

Emerson has said that he spends 50% of his time focused on maintaining and improving the company culture. "That seems like a really wise focal point," says Way. "If you don't define your culture, somebody else will." ▶

**Wilkinson**, a frequent Computerworld contributor, is a freelance writer in Lexington, Va.

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**3M**

## 1 Quicken Loans

No. 1 for retention / No. 4 for career development / No. 10 for benefits  
Skills-building is a big part of the culture at this Detroit-based online mortgage lender. IT staffers are offered 200 hours of technical training each year and access to a mentoring program. And in 2013, Quicken Loans (page 14) created a training group program for members of its IT team.

## 2 USAA

No. 6 for retention  
IT staffers at this San Antonio-based provider of financial services to the armed services community feel good about working with military families. USAA campuses are dotted with fitness centers, health clinics, Starbucks coffee shops, relaxation lounges and child care facilities. An annual luncheon honors the nearly 10% of employees who have been with USAA for more than 25 years.

## 3 General Mills

No. 1 for benefits  
Innovation is built into the fabric of this Minneapolis food giant's IT group. Each employee has written objectives that are directly related to the company's goals, the most important being to collectively provide \$100 million in value to General Mills, with 10% of that coming from innovative projects. A social network helps employees share innovative ideas.

## 4 DHL Express

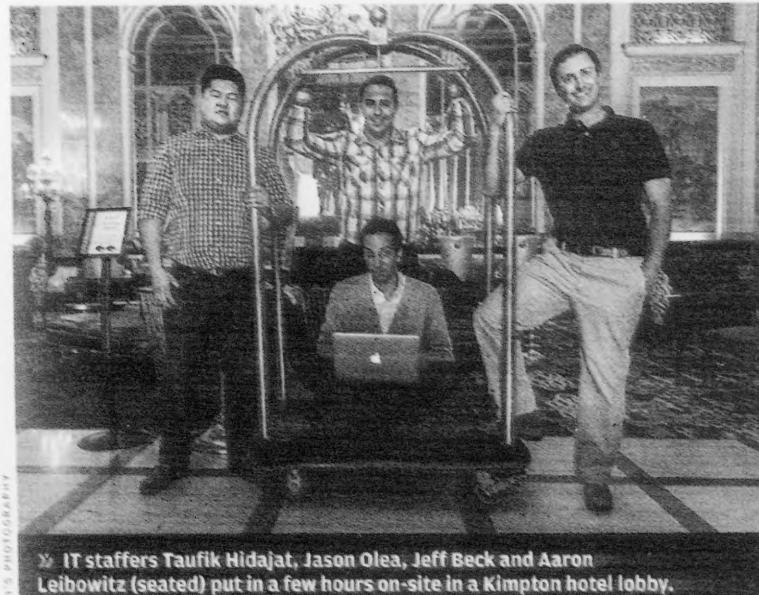
IT staffers at this Plantation, Fla.-based employer, the U.S. arm of express delivery giant DHL, get close to their customers — really close. Through on-site customer visits that are coordinated with business counterparts, IT employees are able to talk with business colleagues regarding customer needs — an exercise that helps them find ways to add value through innovation and the use of technology. Customer interactions are incorporated into IT staffers' yearly development plans.

## 5 Genentech

Innovation is the name of the game at this South San Francisco-based biotechnology firm, which develops medications for people with difficult-to-treat diseases. All employees are allotted approximately 12 hours per year for professional growth and development. One training opportunity is the Personal Excellence

# 4 Kimpton Hotels & Restaurants

**Workers learn both technical and business skills on the road to career growth.** BY REBECCA LINKE



IT staffers Taufik Hidajat, Jason Olea, Jeff Beck and Aaron Leibowitz (seated) put in a few hours on-site in a Kimpton hotel lobby.

**Guests aren't the only people being taken care of at Kimpton Hotels & Restaurants, a boutique hotel chain based in San Francisco.** Company leaders are committed to keeping employees happy too.

Kimpton IT staffers work 40 to 45 hours a week on average, and managers make sure no one has too much on his plate. The company offers a wellness program, pays for gym access and sometimes takes everyone rock climbing, says Blake Marlow, director, enterprise operations.

Employees' career development is also well supported. To help Marlow achieve his career objectives, Kimpton assigned him mentors who helped him master the technical skills he needed to advance. Within four years, he reached his goal of being a team leader.

Soft skills are also nurtured. The company's Kimpton University training program offers classes where IT employees can learn communication and conflict resolution skills.

"Being well-rounded is important because tech jobs are changing," says Donald O'Grady, regional vice president, property technology. "The skills they develop make it a more satisfying job for staff and give a competitive advantage to the company." ♦

Program. Developed specifically for Genentech IT staffers, it's designed to help people increase self-awareness and embrace new behaviors.

## 7 Sharp HealthCare

The IT department at this group of hospitals and healthcare facilities in the San Diego area is considered a "learning organization," because staffers constantly strive

to grow personally and professionally while continuing to serve their customers. The "Sharp Experience" is a philosophy that guides all decisions and practices within the department as well as interactions with other departments and patients. An employee action committee works directly with staff and managers to improve the work environment. Through their efforts, the IT department now enjoys improved break areas and two new lactation rooms.

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Image taken at Pi Day, an annual Service Learning Fair.

**8** **Texas Health Resources**  
Promoting health and wellness is paramount at this nonprofit healthcare system in Arlington, Texas. The IT department has embraced wellness: When it renovated its office space in 2013, it added standing desks, equipped three conference rooms with stationary bikes and treadmills and set aside one room for yoga and meditation. Fresh fruit is served on "Wellness Wednesdays."

**9** **Qualcomm**  
At this San Diego-based vendor of wireless communications technologies, IT employees have a special communication medium: the IT Employee Portal, a place where staffers share project updates, white papers, news about career development opportunities, details of internal events and updates on job openings. It's also used to publicize charitable projects, recognize employees who have earned degrees or promotions, and announce things like raffles for sports tickets.

**10** **OhioHealth**  
Putting together the best team possible is a key mission at this regional healthcare system based in Columbus, Ohio. Current employees recommend many of the candidates who are ultimately hired, and team interviews help determine which applicants will be a good fit. Communications efforts within IT include skip-level meetings with upper managers, lunch with the CIO and all-staff meetings.

**12** **Prudential Financial**  
This Newark, N.J.-based life insurer supports its employees on many fronts. More than 70% of staffers have chosen some form of alternative work arrangement. IT employees can access programs that provide investment opportunities and support for career growth. To attract young talent, the company rolled out a new IT recruiting effort called "Why Pru, Why IT," which features IT employees explaining why they think Prudential is a great place to work.

**13** **Booz Allen Hamilton**  
No. 7 for benefits  
The IT team at this global consulting firm based in McLean, Va., made big contributions in 2013. IT projects focusing on mobile and mobile security, network security, cloud computing and social engagement delivered business value last

# 11 Caesars Entertainment

**Tech pros enjoy access to emerging technologies and career growth opportunities.** BY KEN GAGNÉ



IT team members Chris Tekpho, Mark Van Sweringen and Andy Ypulong stay focused on the task at hand despite some entertaining distractions.

When IT leaders at Caesars Entertainment, the Las Vegas-based casino and resort operator, see a worker with untapped potential, they double down.

For example, Heart Rush had been with the company just over a year when he was promoted from systems analyst in the point-of-sale department to lead systems analyst on the service management team. It wasn't a position he was vying for — or that even existed — before management approached him. "They care about your career growth, and they'll do whatever they can to make sure you succeed," says Rush. "Knowing that your company backs you like that is the biggest thing."

IT employees have plenty of opportunities to develop their skills at Caesars, and neither skills development nor career growth is necessarily confined to technical areas: Rush's former manager, C.J. Foster, started as regional director of IT before moving to vice president of hotel operations.

Now director of hospitality solutions, Foster says, "I don't think there are a lot of companies out there that would say, 'Hey, let's take an IT guy and let him learn to run a hotel.'" ♦

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year. In return, the firm remains committed to providing flexible work arrangements. Its "Work Where We Live" policy encourages staffers to telecommute and to work from the Booz Allen location closest to their homes when they do need to come into the office.

**14** **Erickson Living**  
This Baltimore-based operator of retirement communities has a staff development program that sets it apart. Every em-

ployee has an individual development plan that maps his or her career path opportunities. For example, the plan for a system analyst might call for a transition from healthcare to finance, while a developer's career map could include work on multiple platforms, such as Force.com, Dynamics, Siebel or PeopleSoft. To keep workers healthy, all Erickson Living employees are provided with a \$240 Wellness Fund that reimburses them for costs related to personal fitness and health, including gym memberships and weight-loss programs.



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## 15

### CSX

Exceptional performance doesn't go unnoticed at this Jacksonville, Fla.-based rail freight transportation com-

**pany.** CSX's Spotlight Award program recognizes employees for outstanding work on a single project or for long-term records of success; honorees receive cash awards of \$500 to \$3,000. The Chairman's Award of Excellence program recognizes individual employees and teams for extraordinary performance; cash awards range from \$2,000 to \$10,000.

## 16

### PricewaterhouseCoopers

No. 8 for benefits

Flexible schedules are part of the culture at this New York-

**based accounting firm.** IT professionals enjoy generous benefits, including paid shutdown days around holidays and career milestone sabbaticals. They also have flexibility as to where and when they work. Financial rewards include annual performance bonuses and merit increases, as well as spot bonuses. Global travel and assignments provide career and cultural growth opportunities.

## 17

### CDW

No. 4 for benefits

Because they work for a \$10 billion provider of technology products and services, CDW

**IT staffers have access to the newest and best technology.** Vernon Hills, Ill.-based CDW's 1,000-plus technology partners routinely share road maps and product updates with CDW IT teams, and staffers are offered significant discounts on more than 100,000 tech products. A bonus program, REACH, encourages peer-to-peer collaboration.

## 18

### Principal Financial Group

This Des Moines-based financial services provider recently introduced a couple of new programs for its IT workers: A tech speaker series and "code jams" for IT employees and interns. These events were suggested and implemented by a small group of Principal IT employees and embraced by the company's leadership. IT is considered essential to achieving business results at Principal, and everyone from the CIO to interns has direct interaction with business partners and opportunities to influence business direction.

## 19

### Jet Propulsion Laboratory

An agile approach to projects lets IT pros take on multiple roles and learn new skills. **BY ROBERT L. MITCHELL**



» CIO Jim Rinaldi (left) and deputy CIO Mag Powell-Meeks (right) with staffers Tom Soderstrom, Gerardo Orozco, Gabriel Rangel, Whitney Haggins, Anh-Hong Rucker and Jonathan Chiang.

Working in IT at NASA's Jet Propulsion Laboratory (JPL) is great for all the reasons you'd expect. There's the cool factor of sitting in on lunchtime seminars about astrophysics or finding new planets, the chance to develop educational mobile apps such as *Spacecraft 3D*, the opportunity to work with emerging technologies like Google Glass and the thrill of working side-by-side with scientists and engineers on flight projects.

All that makes for a work environment that's energetic and optimistic, says technology infusion specialist Gabriel Rangel. "Innovating with the missions and science – that's what makes it interesting. We're changing history, and IT is part of that."

Pasadena, Calif.-based JPL also offers notable career path flexibility, says Luke Dahl, section manager for application consulting, development and engineering. If you're a business analyst and want to learn about mobile development, you can take classes – and contribute. In addition, JPL is moving to an "agile scrum" process that allows people to change roles as teams form and disband for the organization's many concurrent projects. "You can be a business analyst on one project and a lead developer on another," Dahl says. ♦

## 20

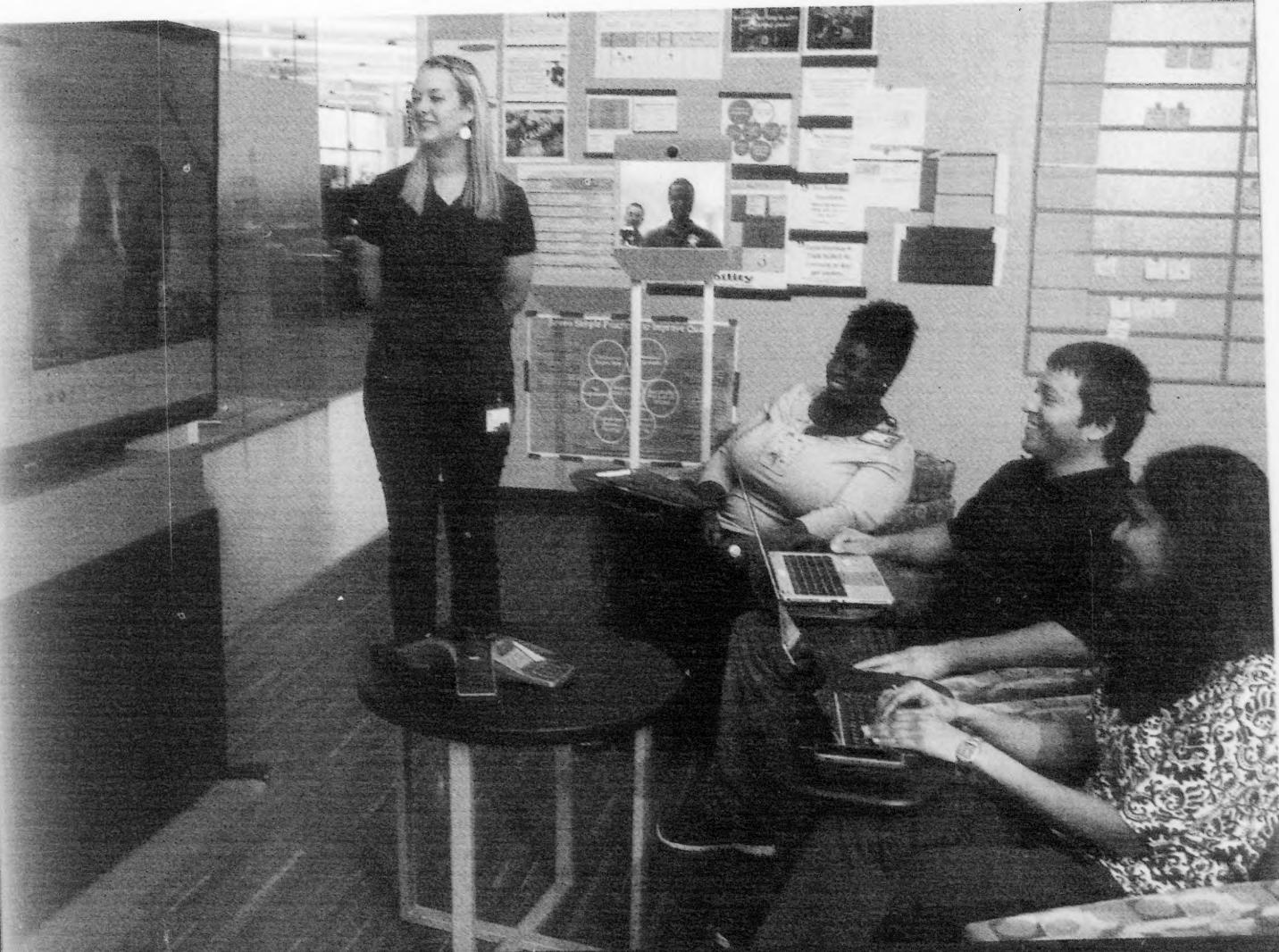
### Carolinas HealthCare System

This Charlotte, N.C.-based healthcare provider's 800-plus IT staffers support centralized IT services, an advanced electronic medical record system, business tools for automation and analytics, and collaboration tools. In 2013, all IT staffers met or exceeded their performance goals and each received a \$750 award.

## 21

### Cedars-Sinai Health System

This Los Angeles-based nonprofit healthcare provider offers comprehensive training and supports IT employees' efforts to earn certifications. One fun event that the organization has held for three years in a row is "Robot Wars/Technology Day," where teams of employees build robots and compete in battle as contestants vie for the title of "chief robotics officer."



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## 22

### Medtronic

This Minneapolis-based medical device maker strives to improve the health of employees and their families with a full range of wellness-oriented amenities and services, including on-site day care, health clubs, fitness programs, walking/running paths and a Weight Watchers at Work program. Medtronic's CIO Award is presented annually to celebrate contributions of IT employees; honorees receive a cash prize, a trophy and companywide acclaim.

## 23

### SAS Institute

Good ideas have a chance to flourish at this software company headquartered in Cary, N.C. IT leadership is open-minded about new and innovative approaches to challenges, and staffers are encouraged to offer feedback and share their ideas. Avenues of communication include surveys, online comments, an internal social network known as The Hub and direct email to the CIO or the CEO. IT staffers may work flexible schedules as well.

## 24

### CA Technologies

It's the people who create the work environment, and that's especially true at this Islandia, N.Y.-based software vendor. In employee surveys, staffers say their colleagues play a key role in making CA a great place to work. Because they work for a global company, CA employees have a wealth of opportunities to pursue varied interests as they map their careers. Among other things, they have the flexibility to move across functions or businesses to gain a breadth of experience. Career development and training programs help IT staffers achieve personal and professional goals.

## 25

### University of Notre Dame

Education and career development opportunities are two huge perks of working at this private Catholic university in Notre Dame, Ind. Each semester, all staffers, spouses and retirees are eligible to take one graduate course tuition-free, or one undergraduate course with 90% of tuition waived. Children of faculty members and employees who have worked at Notre Dame for at least five years receive a tuition benefit worth 50% of the cost of Notre Dame's tuition (\$42,971 for 2012) for use at Notre Dame or any other accredited four-year educational institution.

## 26

### VMware

Camaraderie and a common vision energize 'smart, passionate' tech workers. **BY MARY K. PRATT**



VMware employees Hari Swarna, Ankur Jain, Patti Sylvester, Grant Nowell and Gloria Falcinelli share a strong sense of shared purpose.

For Grant Nowell, it's the people that make VMware a great employer. "I work with smart, passionate individuals who share a common vision," he says, adding that the camaraderie gives him and his colleagues "energy to work through complex problems."

The software company's 650 IT staffers can expand their skills through innovative projects that often use VMware's own products, says Nowell, a senior manager for IT application operations. Workers frequently get to share those experiences with the company's customers, he says. "That really helps with our overall skills and career development."

VMware's beautiful campus in Palo Alto, Calif., excellent amenities (including a soccer field) and fun events like Friday "beer bashes" also contribute to the great company culture, Nowell says.

All of that is by intention, says CIO Tony Scott. "No one feels like they're a cog in the wheel," he says. "Here there's a strong sense that we all have a chance to make a difference." ♦

PRATT IS A COMPUTERWORLD CONTRIBUTING WRITER IN WALTHAM, MASS.

## 27

### Cancer Treatment Centers of America

All employees at this Schaumburg, Ill.-based network of hospitals for advanced cancer care can take advantage of a wide range of wellness and well-being initiatives. Financial benefits include a program called the Stakeholders Savings and Retirement Plan, where pretax contributions are automatically deducted from employees' paychecks and deposited into savings or 401(k) accounts, with a 5% employer match and 100% vesting from first day of hire.

## 28

### Hewlett-Packard

No. 3 for benefits  
This Palo Alto, Calif.-based computing giant offers employees a comprehensive rewards package including market-competitive pay and benefits, time-off programs, a 401(k) plan with an employer match, a stock purchase plan, internal and external training, and the ability to work with HP's best technology. Employees enjoy on-site health clubs, access to concierge services and a variety of employee engagement programs that promote healthy living and fun.



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CEDARS-SINAI



**29** **Altria Client Services**  
IT employees at this Richmond, Va.-based tobacco company enjoy opportunities to mingle with peers during daily "Brain Breaks" and at monthly outings to local venues. Altria's IT University offers courses in leadership, communication and other business skills, and well-defined career plans guide staffers to the experiences and responsibilities that will help them achieve their career goals.

**30** **Verizon Wireless**  
No. 8 for training  
This telecommunications company headquartered in Basking Ridge, N.J., prides itself on providing an atmosphere that supports productivity and teamwork. Through the Top Dog program, an IT leader is responsible for improving the quality of office life at each major IT hub location by recognizing employee achievements, enhancing the work environment and promoting staff engagement. And any IT worker can make an impact by contributing or reviewing business and technology ideas via the company's Powerful Answers tool.

**31** **Nationwide Mutual Insurance**  
IT pros at this insurance and financial services company in Columbus, Ohio, are part of a firm that strives to anticipate and adapt to changing business needs — a strategy that helps staffers learn new skills and keep up with emerging tech trends. Nationwide aims for a diverse, inclusive work environment and recruits at events such as the National Black MBA Association Conference, the National Society of Hispanic MBAs Conference and the Grace Hopper Celebration of Women in Computing. Employee-led resource groups provide professional development and community involvement opportunities.

**32** **Dow Chemical**  
Dow employees cite the inclusive culture and collaborative environment as reasons they enjoy working at the Midland, Mich.-based producer of plastics, chemicals, hydrocarbons and agrochemicals. The work — including a massive SAP implementation now in progress — is challenging, and staffers have opportunities to collaborate with colleagues around the globe to provide technology solutions to business units worldwide.

# 34 International Paper

**Senior management encourages IT employees to share ideas and take charge.** BY JOHANNA AMBROSIO



» At International Paper, employees Ronald Thomas, Emily Williams (front), Carolyn Jones and Jeremy Bradford are encouraged to "get in the game."

Employees are front and center at International Paper, a 70,000-person global manufacturing firm, and the 1,060 people in the IT group are no exception.

The Memphis-based company's tech division is known for its "commitment to develop our people," says business analyst Stephen Sloas. He should know: In the three years since he joined International Paper straight out of college, he has received hands-on support from a mentor who coached him in both IT and the corporate culture, and he has been promoted.

Sloas recruits IT employees from the University of Memphis, and he helped expand the onboarding process for new grads to include more stints in business units. "Even if you're new, if you have a good idea and do your research, you won't be shut down," he says.

CIO Robert Wenker encourages IT staffers "get in the game" instead of "yelling from the sidelines." Employees can do that at regular town hall meetings and at "Play to Win" sessions, where they present project ideas directly to Wenker. Staffers also get to meet with their boss's boss or other high-level executives in skip-level meetings. ♦

**33** **Children's Hospital of Philadelphia**  
IT workers at this pediatric healthcare provider have ample opportunity to innovate. One recent project bridged two electronic medical record systems to enable radiologists at CHOP to read images and interpret studies for patients at Virtua, a New Jersey-based healthcare provider. The IT department sponsors community service initiatives: staffers can use company time to participate in such events.

**35** **ADP**  
No. 9 for benefits  
Innovation is a top priority at this payroll and tax-filing processing service in Roseland, N.J. In 2013, ADP challenged IT staffers to contribute product enhancement ideas through its Amplifier crowdsourcing platform. Winners presented their ideas at an IT leadership meeting in Washington. The firm has expanded its successful Innovation Labs to a new facility in New York's Silicon Alley.



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## 36 Vanguard Group

This Valley Forge, Pa.-based investment firm says it hires **IT professionals for careers, not jobs.** Professional development initiatives include a tuition reimbursement plan, a mentoring program, career road maps for each employee and job rotation programs. Perks include flex scheduling, family leave programs and financial aid for child care.

## 37 Cerner

This Kansas City, Mo.-based provider of clinical and administrative IT systems to the healthcare industry offers its **employees** on-site medical clinics, pharmacies, fitness centers, and physical therapy and chiropractic care services. Also available are health management tools that send users personalized recommendations, alerts and educational materials. A new pregnancy program pairs employees and/or their pregnant spouses with maternity consultants.

## 38 Grant Thornton

This Chicago-based accounting firm offers telecommuting and flexible work hours. A tool called Planwise helps employees select the best health insurance plans for their personal and financial needs; employees who use the tool receive a monthly wellness credit to offset the cost of health insurance premiums.

## 39 Ascension Health

**IT pros at this nonprofit health system in St. Louis gain hands-on experience with an array of emerging technologies,** from electronic health records and handheld devices to videoconferencing systems and mobile apps. A social learning platform helps workers collaborate in real time from any location. A wellness program features interactive tools that help employees monitor their fitness progress.

## 40 Southern Co.

At this Atlanta-based energy firm, **IT employees are encouraged to dream up technical solutions to business needs that existing vendor products can't address.** Six of the 10 patent applications the company published in 2013 were for things invented by IT employees. Named inventors on successful patent applications receive \$500 awards, plus an

42 HCA

## IT pros are inspired by using technology to help patients. BY MARY K. PRATT



» Staffers Patty Brown, Sue Cartier and Heather Johnson pose at the photo booth set up for the annual All Hands meeting for HCA's IT&S department.

At HCA, a Nashville-based healthcare company, the IT department's rallying cry is **"Healthcare Inspired."** It's a reminder to staffers that the systems they work on are "making a difference in people's lives," says Marty Paslick, senior vice president and CIO.

Tori Samples, a data architect in enterprise product development, joined HCA's IT group after graduating from college in July 2012. She chose the company because she wanted a job in healthcare and she wanted to feel that her work matters – and she found that at HCA.

HCA strives to build an outstanding work environment on multiple levels, says Paslick. For example, the company schedules time for IT workers to work with community and nonprofit organizations, provides training and has multiple advancement opportunities.

Benefits like an on-site gym, complimentary daily fitness classes and flexible hours help create a great work experience for HCA employees, but so do supportive managers and the collaborative culture, according to Samples. "Everyone wants to be here," she says. "And everyone believes in the value of their work." ♦

additional \$2,000 for patents that are granted. In addition, inventors are eligible to receive a percentage of the royalties the company earns for commercial use of patented items. Southern Co.'s IP Incubator program provides funds to kick off pilots and build technology prototypes.

## 41 PPG Industries

No. 1 for career development  
**This Pittsburgh-based maker of paints, stains and sealants takes the career development**

of its employees seriously. Staffers work with their supervisors to develop personalized plans that outline career objectives and related considerations such as training requirements and ability to relocate. Employees gain a broad range of work experiences at PPG through assignments in business units, in the corporate IT department and at other office locations in the U.S. and abroad, and even in non-IT roles. Senior IT leaders share their own career development stories via video to inspire and provide guidance to IT workers.

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43

**Edward Jones**

A promote-from-within philosophy reigns at this St. Louis-based financial services firm, where more than 70% of leadership positions were filled internally in 2013. Edward Jones offers profit-sharing and bonus plans, and people who have been with the firm three or more years have an opportunity to own a piece of the company through a limited partnership arrangement.

44

**Jack Henry & Associates**

Employees of this Monett, Mo.-based provider of computer systems to banks and credit unions enjoy many perks, including professional development programs, flexible work arrangements, parking passes and monetary rewards. Executives pride themselves on being accessible to staffers; quarterly update meetings are open to questions from the floor. Local offices are active in community fundraising, and the firm matches employees' charitable donations.

45

**Kaiser Permanente**

The 6,000 IT employees at this Oakland, Calif.-based health maintenance organization take pride in knowing that they make meaningful contributions to healthcare. Their efforts include maintaining data centers that provide 99.9% uptime for medical systems. Kaiser's benefits package features flexible hours, telecommuting options, a wellness program and up to \$3,000 per year in reimbursements for college tuition or certifications.

46

**Owens Corning**

IT employees value the atmosphere of collaboration that prevails at this producer of residential and commercial building materials. IT teams work directly with peers in business units to tackle current challenges and strategize for the future, and employees have opportunities to connect with colleagues globally.

48

**BNSF Railway**

No. 3 for career development IT pros at this Fort Worth, Texas-based freight transportation company enjoy competitive pay, generous benefits, a retirement plan and annual bonuses. Technical

47

**Paychex**

**A focus on technological innovation keeps IT pros challenged and engaged.** BY MARY K. PRATT



» Members of the new Paychex mobility team include (front) Joe Kuperberg and Ron Rider, and (rear) Nevada Ott, Kevin Ricotta and KP Smith.

**Paychex has been on Computerworld's Best Places to Work in IT list for a decade.** But that doesn't mean Mike Gioja has lost his drive to build a great workplace for the company's approximately 1,150 tech employees.

Gioja, CIO and senior vice president of IT, says he focuses on investing in and encouraging technology innovation so IT staffers can be challenged and excited by their work. And he tasks managers with fostering a collaborative culture where people feel supported and successes are celebrated.

The Rochester, N.Y.-based payroll accounting firm provides tuition reimbursement, ongoing company-funded training and promotion opportunities. And it cultivates a sense of community by sponsoring events like family movie nights.

David Hergert, a senior platform integration engineer who joined Paychex 14 months ago, says the company has developed a reputation in engineering circles as the place to be.

"Everything is being looked at with a new perspective. We're asking, 'Can we do things better? Are there new technologies we can use; new processes we can use?'" Hergert says. "Everyone's kind of embracing it and excited by the change." ♦

training, tuition reimbursement, mentoring and management training programs help staffers cultivate technical and business skills. Perks include a fitness center and a two-mile walking path.

49

**AT&T**

This Dallas-based telecommunications provider actively listens to its IT employees, surveying them regularly and

turning their feedback into organizational action plans with measurable outcomes. Staffers completed 553,000 hours of training in 2013, with 25% of employees adding at least one new strategic skill. The company also launched a cloud skills development program that features multiday boot camps, an online training module and a mentoring program. The IT team migrated 14% of AT&T's strategic applications to a common cloud infrastructure in 2013.

## TOP 10 RANKINGS

## » BENEFITS

## 1 General Mills

Astellas Pharma US

3 Hewlett-Packard

4 CDW

5 Kimpton Hotels &amp; Restaurants

6 MasterCard

7 Booz Allen Hamilton

8 PricewaterhouseCoopers

9 Automatic Data Processing

10 Quicken Loans

## » TRAINING

## 1 Informatica

Coca-Cola Enterprises

- 3 Johnsonville Sausage
- 4 University HealthSystem Consortium
- 5 SevTech
- 6 Datto
- 7 Genesis HealthCare System
- 8 Verizon Wireless
- 9 Independent Purchasing Cooperative
- 10 The Ironside Group

## » RETENTION

## 1 Quicken Loans

2 SevTech

3 Avaap

4 University HealthSystem Consortium

5 Credit Acceptance

6 USAA

- 7 LinkedIn
- 8 Noah Consulting
- 9 CareerBuilder
- 10 National Rural Electric Cooperative Association

## » CAREER DEVELOPMENT

## 1 PPG Industries

2 ARI

3 BNSF Railway

4 Quicken Loans

5 Credit Acceptance

6 Coca-Cola Enterprises

7 CME Group

8 Enova International

9 CHG Healthcare Services

10 National Rural Electric Cooperative Association

See "How We Chose the 100 Best Places" at [computerworld.com/2014bestplaces](http://computerworld.com/2014bestplaces) for details about these rankings.

SOURCE: COMPUTERWORLD'S 2014 BEST PLACES TO WORK IN IT SURVEY



Once again, Miami Children's Hospital has been named one of Computerworld's "100 Best Places to Work in IT" for 2014. That's because we recognize innovation and creativity. We nourish new ideas and help them grow. Unlocking the potential of the human spirit is what keeps us on the forefront of research and technology, and in the hearts of our patients, their families and our community. It also inspires us to continuously enhance our work environment.

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CHILDREN'S  
HOSPITAL.



## 50

### McKesson

At this San Francisco-based healthcare services company, a focus on operational excellence drives IT staffers, who take pride in successfully collaborating with business unit customers to deliver new systems. An extensive benefits package includes individual performance bonuses, telework options, flexible hours, gym memberships, and reimbursements of up to \$5,250 per year for college tuition or the cost of technology certifications.

## 52

### Discover Financial Services

This Riverwoods, Ill.-based financial services firm actively supports its workers' health and well-being, offering services and amenities that include health risk assessments and annual health screenings, ergonomic workstations, lunchtime health seminars, an on-site nurse and a fully equipped fitness center. Discover promotes work/life balance with flexible schedules and telecommuting options, and employees receive 25 days or more of paid time off that they can use for sick time, personal days or vacation as they see fit.

## 53

### DirecTV

In 2013, IT leaders at this satellite TV provider based in El Segundo, Calif., launched a program called "F-12: Fearless, Focused Failure" that's designed to create an environment of innovation where IT staffers can fearlessly bring new ideas to the table. In another effort to spur innovation, the company created a program called InnoVation in which selected teams get to spend eight hours per week for six months working to bring original ideas to reality. Other perks include complimentary DirecTV service, a subsidized gym and cafeteria, flextime, telecommuting options and a casual dress code.

## 54

### Quintiles

IT pros at this biopharmaceutical services organization headquartered in Research Triangle Park, N.C., have an opportunity to use leading-edge technologies to make a difference in the world. Recent projects include developing a global safety system that helps protect clinical trial patients, harnessing big data for predictive analysis that yields safer clinical trial designs, and

## 51

### AMC Theatres

Employees enjoy a wide range of perks, from free movie passes to cutting-edge tech. **BY KEN GAGNÉ**



IT employees Aishwarya Bethini, Jeffrey Bunch, Amber Shumate, Mike Turner and Marcus Wallace appreciate AMC's technology-centric culture.

In the six years since Mike Czinege's arrival, AMC Theatres has rearchitected its entire technology platform. "We've been implementing some modern technologies that the IT folks have really jumped on," says Czinege, senior vice president and CIO of the Kansas City, Mo.-based movie theater chain. New technologies include IBM's Netezza appliance, Oracle OBIEE tools, HTML5, BizTalk and Automic's enterprise job scheduler.

Michaela Fite, who was recently promoted to lead integration developer, approves. "It keeps the employees challenged and gives me fresh perspective on what technologies are out there and how we can use them," she says.

But AMC isn't all work and no play. Employees receive up to 18 free movie tickets a year that they can share with their friends and family. And the company hosts family events such as a chili cook-off and seasonal parties with activities like carving pumpkins and decorating gingerbread houses. Says Czinege, "We want them to participate in a workplace that makes them feel good about their families, their communities and their contributions." ♦

launching a portal that doctors can use to manage test results for their clinical trial patients. In 2013, nearly 300 IT staffers were honored with Work Worth Doing awards, receiving monetary rewards in recognition of their contributions to the business.

## 55

### Northwestern Mutual

At this Milwaukee-based life insurance company, tech employees can expand their skills and expertise through formal

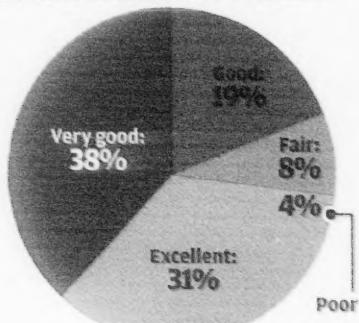
training, e-learning modules, an online library and lunchtime learning sessions. The IT organization closely partners with operations teams to serve business clients, and selected leaders participate in six-month field rotations learning firsthand how technology supports the work of Northwestern Mutual's sales staff. On-site amenities include physician-staffed health clinics, a credit union, fitness centers, massage and dry cleaning services, a no-cost lunch program, subsidized breakfasts, sundries shops and cafes staffed with baristas.

# EMPLOYEES BY THE NUMBERS

## » WHAT ASPECTS OF YOUR JOB ARE MOST IMPORTANT TO YOU?

Being fairly compensated for the work I do	96%
Working in an enjoyable environment	96%
Having the means and opportunity to further my career	93%
Having access to training and opportunities that further my skills	92%
Working in a challenging environment	89%

## » RATE YOUR IT DEPARTMENT MORALE



## » WHAT BENEFITS MEAN THE MOST?

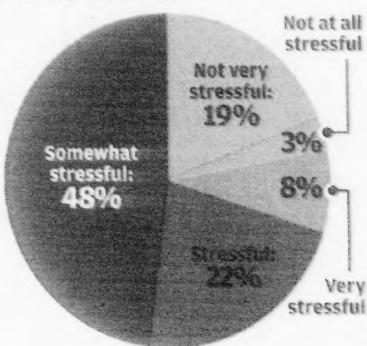
Health insurance	79%
Paid time off	78%
Profit-sharing/employee stock ownership program/401(k)/403(b) plan	70%
Bonuses	66%
Flexible hours	65%

## » RATE YOUR BENEFITS

Percentage of respondents who were *very satisfied* or *satisfied* with the following:

Paid time off	91%
Flexible hours	86%
Base salary	79%
Overtime pay/comp time for overtime hours worked	38%
Child care	15%

## » RATE YOUR WORKPLACE STRESS LEVEL

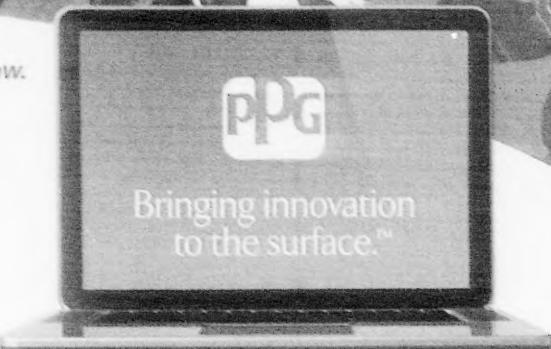


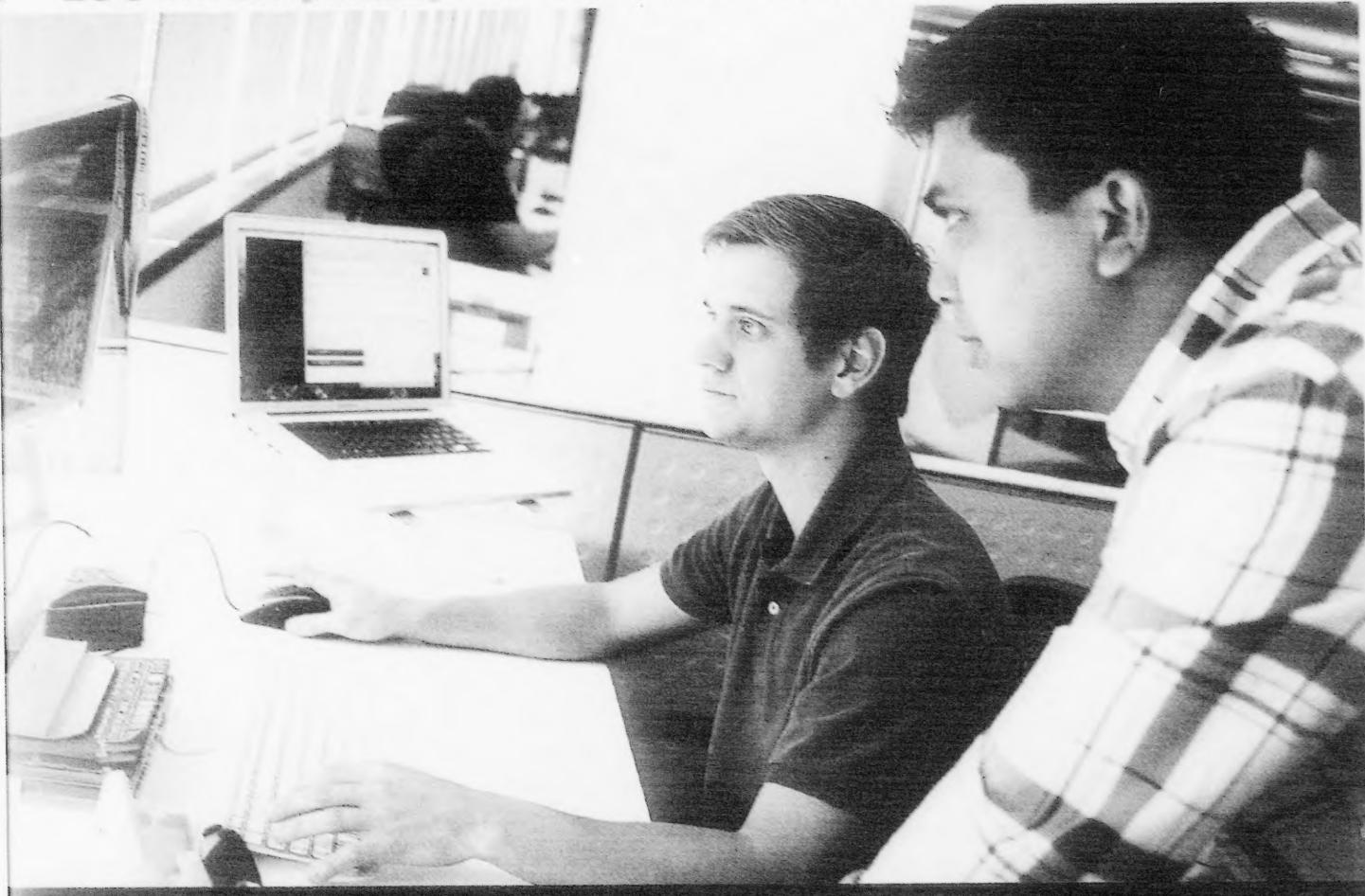
SOURCE: COMPUTERWORLD'S 2014 BEST PLACES TO WORK IN IT EMPLOYEE SURVEY, 23,264 RESPONDENTS

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At LinkedIn, IT employees such as software engineers John Fisher and Kuldipsinh Rana find training is abundant, paid time off is generous and promotions come often.

NO. 1 | MIDSIZE

# LinkedIn

Career growth is on a fast track for IT pros with superior customer-service skills – with free lunches and theme parties keeping things hopping. **BY JULIA KING**



HE NO. 1 MIDSIZE PLACE  
TO WORK IN IT may be a 12-year-old company with nearly 3,500 employees, yet LinkedIn still very much has the look and feel of a laid-back and oh-so-cool Silicon Valley startup. Workers cruise around

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the company's grassy, college-like campus in Mountain View, Calif., on colorful beach bikes, which are stowed in racks outside each entrance and are free for the riding. There's free, made-to-order food in the cafe, an on-site health club offering strength training equipment and yoga and kickboxing classes, plus legendary parties hosted by IT, which has been known to transform the workplace into a full-on nightclub.

"There are a lot of benefits, like the cool parties when we get to keep the culture happy and entertaining," says 25-year-old Sridevi Rajaraman, who was hired after college graduation and now, as an IT business partner, works with business users on adopting new technologies.

"But the biggest reason I like this job is that it's different every day," she says. "There are different business problems, and I'm really happy to be part of an IT department that has the attitude and intention to help our employees be more productive."

A commitment to customer service is absolutely imperative for anyone working in IT at LinkedIn. So are unparalleled technical chops and, perhaps surprisingly, social skills.

When hiring, "the very first thing we look for is technical skill, but almost as important is how well a person interacts with others," says Mike Jennings, senior director of LinkedIn's \$31 million enterprise IT organization. "If someone is extremely intelligent on the technical side but isn't up to par on interaction, we discount them. We have found that's our best bet. Otherwise, you spend too much time trying to teach a person soft skills."

Being a pleasure to do business with is a point of pride for IT at

## 161 LinkedIn gives you room to work outside of your responsibilities and venture into different areas.

UTKARSH CONTRACTOR,  
GROWTH HACKER,  
LINKEDIN

LinkedIn. IT support analysts are available in Tech Lounges where users are encouraged to make themselves comfortable in beanbag chairs and listen to music as they get their computing problems solved.

When he moved into the top IT role six years ago, Jennings says he was determined to build an IT group with deep customer service skills. The company recruits through LinkedIn and by word of mouth exclusively and offers referral bonuses to employees as an incentive.

"What I remember most is not wanting to build a department where everybody hates to do business with IT. I've worked at companies where IT was despised and they sat in dark corners," he says. So first and foremost, Jennings was on the lookout for people with impressive customer service skills. "Once I started hiring those people, it started propagating out and they brought in people who were similar," he says. Now

nontechnical employees view IT as a benefit, on par with the company's free lunches, Jennings says.

The attrition rate among IT staffers is 8% — "very low," Jennings notes — perhaps owing to the four weeks of paid time off that employees receive after one year of service or the fully paid health insurance that everyone gets from the start. Or maybe it's the profit-sharing plan, the stock options, the overtime pay or the individual employee bonuses.

There's also plenty of room to grow at LinkedIn. IT had a training budget of \$350,000 last year for its 112 employees. Additionally, each year employees are reimbursed up to \$5,000 in tuition costs and/or the cost of technology certifications.

And LinkedIn is expanding globally, which creates opportunities. IT hired 50 new employees and promoted 17% of its IT employees in the past year.

Campbell Pool joined the company two and a half years ago as a support analyst and has since moved up to become a systems engineer in virtualization. "One of the company values is personal and professional promotion, and we really do that quite well," he says.

Earlier this year, Pool took a weeklong training course in new VMware technologies. "It's definitely my experience that you can see what you want to do, then work with your manager to take the next steps to get there in your career," he says.

Career growth and promotion opportunities are exactly what drew Utkarsh Contractor — whose title is "growth hacker" — to LinkedIn 10 months ago.

"I wanted a place that would listen to my career growth aspirations," he says. "LinkedIn gives you room to work outside



» Customer service is job No. 1 for LinkedIn's IT department. Here, systems support analyst D'Artagnan Felarca staffs a Tech Lounge, a comfortable support space where employees can relax in beanbag chairs while having their tech problems solved.



» Senior director Mike Jennings, right, goes in for extreme team-building with IT staffers Chris Arrington and Alex Lacayo. When hiring, Jennings says he pays close attention to "how well a person interacts with others."

of your responsibilities and venture into different areas."

Contractor's regular job is building search and collaboration systems for internal use by LinkedIn employees. But he also has a keen interest in developing analytics tools and has been able to work on those projects as well. "You're not restricted by a particular set of technologies," Contractor says. "If you think that things are not as they should be, you can reach out and make changes. Your job is not to stick to scope."

Another way that LinkedIn promotes professional development is through the monthly "InDays" when staffers can drop their regular duties to explore new ideas, hack with friends or volunteer for special causes. Rajaraman spent one recent InDay mentoring high school students on how to update their LinkedIn profiles to improve their odds of getting into college and gaining the skills they need to join a technology company.

The company also offers what it calls Transformation Grants to employees working on projects designed to "transform themselves, their communities and their world." One recipient, Alex Lacayo, a media productions manager in the IT department, was awarded \$3,000 for his work with Playing for Change, a movement created to inspire and connect the world through music.

"We raised over \$9,000 for this cause that I believe in so much," Lacayo says. "To have my company back me up like that is an incredible thing." \*

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# 100 BEST PLACES TO WORK in IT 2014 [MIDSIZE]

## 1 LinkedIn

No. 7 for retention

**The IT team at this Mountain View, Calif.-based business-oriented social network, has adopted a "work hard, play hard" policy that finds techies hosting all-company parties, complete with DJs and a full nightclub atmosphere. By day, LinkedIn (page 36) encourages IT workers to learn about new technologies and build systems that disrupt the status quo. Once a month, employees can set aside their regular work to explore new ideas, hack with friends or volunteer for special causes.**

## 2 Credit Acceptance

No. 5 for career development /

No. 5 for retention

**Creative teamwork is the enduring principle at this Southfield, Mich.-based auto financing company.** IT teams that partner with operations teams to improve business processes are encouraged to be proactive and offer solutions instead of waiting for work to come to them. Team-building activities include an annual summer picnic, Ping-Pong tournaments, Super Bowl pregame festivities and community service projects.

## 3 MasterCard

No. 6 for benefits

**Innovation is a key priority for this Purchase, N.Y., financial services company.** Employees are allowed time to cultivate new ideas outside their regular work duties, and a two-day "Innovation Express" competition helps generate new product prototypes. The company encourages employees with shared interests to network across departmental lines. MasterCard's St. Louis technology headquarters features on-site fitness and health centers and recreational areas with Ping-Pong and pool tables. Flexible scheduling and telework options are offered to most employees.

## 4 Informatica

No. 1 for training

**Technologists clearly feel valued at this Redwood City, Calif.-based provider of enterprise data integration software, which offers IT employees 16 days of training per year.** For one global IT meeting, Informatica flew workers from nine countries to San Diego for team-building activities, hard work and sightseeing. At a beach party awards dinner, officials recognized the employees who best exemplified the company values of accountability, performance and empowerment.

# 5 Johnsonville Sausage

**Progressive leaders nurture IT pros with autonomy and accountability.** **BY BETH STACKPOLE**



» **IT employees Chris Galica, Kumar Kode, Mark Palenske and Sherry Zittel value Johnsonville Sausage's culture of personal empowerment.**

**At Johnsonville Sausage, IT employees feel comfortable making autonomous decisions on moves that could benefit the company.** That might mean taking on an extra project to help a co-worker or figuring out how to use new technology like Google Glass, says Mark Palenske, a systems analyst and programmer at the Sheboygan Falls, Wis.-based sausage maker.

"I've never had my hand slapped or been told I couldn't try something," he says. "As long as I'm doing what's right for the company, I don't have to ask permission."

Johnsonville's Midwestern culture of strong family values and community support is another plus, says Sherry Zittel, IT infrastructure administrator. "Just like family, everyone is expected to pitch in and help out," she explains. "We are rewarded for good performance and encouraged to be personally accountable for the work we do and the lives we live." ♦

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## 6 CHG Healthcare Services

No. 9 for career development

**Community is the byword at this Salt Lake City-based healthcare facilities staffing company.** Networking groups give employees a chance to bond with co-workers who share similar interests, such as amateur radio, cancer support or golf. The company also allows employees to take up to eight hours of paid time off for volunteer work. In addition, two on-site health and wellness centers give employees and their families convenient access to high-quality healthcare and fitness offerings, such as free yoga and Zumba classes.

## 7 CareerBuilder

No. 9 for retention

**This Chicago-based jobs website and staffing firm invests heavily in its IT employees in an effort to gain a competitive advantage.** Regularly scheduled "think days" allow employees to explore technologies beyond the scope of their regular jobs, and quarterly 24-hour hackathons encourage collaboration and innovation. Tech workers are given "spring cleaning" days to clean up dead code. Perks include flexible schedules, a casual dress code, reimbursement for training expenses and half-day summer Fridays.

**8** **Miami Children's Hospital**  
Wellness and family support are top concerns at this pediatric health-care provider in Miami. Workers with kids from 8 weeks to 5 years of age can access an on-site, reduced-cost child care center that's open till 9 p.m. A wellness center provides personal training, lunchtime health courses and group exercise classes. Telework and flexible scheduling, plus a generous paid-time-off policy, give workers control of their schedules.

**9** **Avanade**  
This Seattle-based IT consulting services provider gives U.S. employees \$2,000 per year to improve their work/life balance. People spend that on everything from laptops, tablets and smartphones to housecleaning or gardening services. The firm requires workers to complete 80 hours of training per year, and every technologist has a customized annual development plan.

**10** **Transocean**  
IT workers appreciate the competitive benefits offered by this deep-water drilling firm, whose U.S. headquarters are in Houston. But they place even more value on the collaborative environment and the IT management team's open-door policy. Each year, the CIO personally leads several culture-building courses open to all staffers.

**11** **Financial Industry Regulatory Authority**  
Career development and unique benefits are a big draw at Rockville, Md.-based FINRA, an independent, nongovernmental regulator of securities firms. The 401(k) plan allows age- and service-weighted contributions in addition to regular company matches, and a retiree health reimbursement account helps offset insurance premiums at retirement. A companywide skills inventory database helps managers identify internal candidates for open positions.

**12** **Genesis HealthCare System**  
No. 7 for training  
The IT team at this multihospital integrated healthcare provider finds fulfillment in working side by side with physicians and caregivers. Last year, the Zanesville, Ohio-based organiza-

# 13 Janney Montgomery Scott

Tech pros meet high expectations by working together to solve problems. **BY MARY K. PRATT**



The IT leadership team at Janney Montgomery Scott: John Ciccarone, Dave Houser, Bob Thielmann, Carrie Papp and Raj Chilumula.

**The 91 IT workers at Janney Montgomery Scott have delivered big in recent years.** Their work includes a new dashboard for financial advisers, the complete replacement of the firm's data centers and the implementation of VoIP communication systems.

"To do so many things at one small firm is exciting," says Eric Seel, a business intelligence manager at the Philadelphia broker-dealer. Employees are expected to solve problems and be accountable for their projects. "It's a neat culture. It's not entirely entrepreneurial, but you're not completely on your own. [You have] the independence to make decisions and to air your ideas."

People want three things in their careers, says senior vice president and CIO Bob Thielmann: to work for a firm moving in a positive direction, to be empowered and to feel that their contributions are valued. "Those are things we make sure are part of the environment here," he says. ♦

tion adopted a flexible work policy that allows people to set their own schedules and/or work from home. IT employees have opportunities to pursue training and earn certifications through a robust professional development program.

**14** **Astellas Pharma US**  
No. 2 for benefits  
This Northbrook, Ill., pharmaceutical company last year rolled out a new program to honor outstanding IT employees. Each year, awards are presented to two IT staffers who embody the five company values of patient focus, enthusiasm, results, communication and

integrity. Each winner receives an all-expenses-paid vacation for two, which includes first-class airline tickets, hotel accommodations, \$3,000 in spending money and five extra days of time off.

**15** **LINN Energy**  
Employees at this Houston-based oil and gas company enjoy a fast-paced, challenging work environment. IT staffers have one-on-one meetings with managers to talk about personal aspirations. Perks include on-the-spot cash awards, a stock ownership plan, 90% subsidized health benefits, flex scheduling, leadership training and tuition reimbursement.

# 100 BEST PLACES TO WORK in IT 2014 (MIDSIZE)

16

## CME Group

No. 7 for career development

**Tying compensation to employee performance is a priority at this Chicago-based financial**

**services firm, which owns the Chicago Mercantile Exchange and the Chicago Board of Trade. All employees are paid competitive salaries, and strong performers get bonuses. Employees at the director level and above are recognized with annual grants of restricted stock.**

17

## ARI

No. 2 for career development

**Investing in IT employees is a priority for this Mount Laurel, N.J.-based fleet management**

**services company. ARI dedicates 10% of its annual budget to technology research and development, giving IT professionals an opportunity to apply their skills and experience to exploring advanced systems. To further support employees, the company offers full tuition reimbursement.**

18

## American Fidelity Assurance

**A focus on career opportunities makes this Oklahoma City life and health insurance company stand out.**

**IT leaders work with staffers to develop clearly defined career paths. A new campus will be completely wireless to encourage employee mobility and collaboration. Benefits include telecommuting options, free on-site medical care and an on-site fitness center.**

20

## Sacramento Municipal Utility District

**IT employees at this electric utility in California's Central**

**Valley are accustomed to working on rewarding assignments, such as developing cybersecurity policies to comply with a White House executive order. The utility offers ergonomic assessments, fitness programs and an on-site gym with personal trainers, as well as flex scheduling, on-site child care and tuition reimbursement.**

21

## Enova International

No. 8 for career development

**Career growth is a priority at this Chicago-based global provider of financial services,**

**which offers its top IT employees increased bonus potential and myriad professional development opportunities. IT is housed in a state-of-**

19

## Clearlink

**Solid benefits, IT-friendly perks and challenging work create a positive company culture.** BY MARY K. PRATT



» **Clearlink's 30 IT staffers enjoy a worker-friendly culture that encompasses everything from a gaming area to Las Vegas trips for top performers.**

**Because technology drives this content marketing and sales conversion company, Clearlink CTO Bruce Westerskow puts a premium on keeping its 30 IT workers happy. "I believe you create the right experience and environment, and you'll create a culture that will naturally drive the results you're after," he says.**

The 10-year-old Salt Lake City employer offers a robust benefits package, including health insurance (with the company paying up to 100% of premiums), paid vacation, reimbursement for the cost of tuition and certifications, flexible hours and telecommuting.

Annual trips to Las Vegas for top performers are a big incentive, and the IT department's gaming area fosters on-the-job fun. Other perks empower IT staffers, such as a policy that allows developers to build their own development environments.

Techies enjoy the fast-paced, innovative work at Clearlink, says Carmen Harris, a technical project manager. "We don't stand still," she says. "There's always something new." ♦

the-art 18,000-square-foot workspace featuring best-in-class hardware and software.

22

## Black Hills Corp.

**Flexible scheduling is a hallmark of this diversified energy company in Rapid City, S.D.**

**Staff in offices throughout the Midwest and Plains states can choose one day per week to work from home, and those outside the company's service territories can telecommute full time. All are eligible for the annual Chairman's Award, which comes with a bonus of up to \$10,000.**

23

## Securian Financial Group

**A robust entry-level hiring program, generous internal and external training**

**opportunities and well-defined career paths** make this St. Paul, Minn., financial services and insurance firm attractive to IT professionals looking to grow their careers. Perks include flextime, part-time and telework options, on-site child care and, in addition to a 401(k) investment plan, a defined benefit retirement plan — a rarity in today's marketplace.

# EMPLOYERS BY THE NUMBERS

SOURCE: COMPUTERWORLD'S 2014 BEST PLACES TO WORK IN IT SURVEY

## » COMPENSATION

- 99%** of organizations have budgeted for salary increases for IT employees in 2014.
- 97%** have budgeted for bonuses for IT employees in 2014.
- 3.3%** Average budgeted salary increase for IT employees (among companies that provided a response).

## » TOP 5 COMPENSATION BENEFITS

401(k)/403(b) plan	<b>100%</b>
Individual employee performance bonuses	<b>95%</b>
Overtime pay	<b>86%</b>
Employee referral bonus programs	<b>80%</b>
Profit-sharing or employee stock ownership programs	<b>52%</b>

## » TOP 5 OVERALL BENEFITS

Health insurance	<b>100%</b>
Paid personal time off	<b>100%</b>
Employee assistance programs (EAP)	<b>97%</b>
Flexible hours	<b>97%</b>
Telecommuting options for employees	<b>94%</b>

## » PAID TIME OFF\*

**20 days** of paid time off are provided after one year of service, on average.

**27 days** of paid time off are provided after 10 years of service, on average.

\*vacation, sick and personal days, excluding holidays

## » WHAT THEY DO

Percentage of organizations in the following industries:

IT consulting	<b>20%</b>	Manufacturing	<b>5%</b>
Health/medical services	<b>14%</b>	Food industry	<b>4%</b>
Finance	<b>14%</b>	Telecommunications	<b>3%</b>
Energy/utilities	<b>5%</b>	All other industries	<b>30%</b>
Insurance	<b>5%</b>		

## » WHERE THEY ARE

Percentage of organizations in the following regions:

North Central	<b>36%</b>	South Central	<b>9%</b>
South Atlantic	<b>17%</b>	Mountain	<b>4%</b>
Pacific	<b>16%</b>	New England	<b>4%</b>
Mid-Atlantic	<b>14%</b>		



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» With just 60 IT employees, Noah is able to build a culture where consultants are willing to collaborate and pool their knowledge. Senior business analyst Jim Briggs says that team spirit pays off in the form of "a virtual network of people I trust" in California, Atlanta and Chicago.

[NO. 1 | SMALL]

# Noah Consulting

Every employee matters at this virtual consultancy, which taps the best of technology and leadership to create a vibrant, nurturing environment. **BY BETH STACKPOLE**



**OAH CONSULTING**  
had a couple of hurdles to clear on its way to becoming the No. 1 small place to work in IT: It's an all-virtual company with employees scattered across the country, in a field that's synonymous

# Discussion Underway



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with long hours and cutthroat competition among co-workers.

So how does the Houston-based information management consultancy counter those oh-so-modern problems and keep its 60 IT employees happy? With a secret weapon that's decidedly old school: a tug of war.

It's a highlight of Noah's annual summer gathering, where consultants and their families are flown in, put up in a hotel and treated to a weekend full of festivities, such as picnic suppers, themed entertainment and other family-friendly activities.

The summer gathering is just one way the small consultancy, which specializes in the oil and gas, energy trading, and power and natural resources industries, fosters work/life balance for employees who spend a lot of time on the road.

"Consulting is a particularly challenging environment to work in," says Shannon Tassin, who co-founded Noah in 2008 with two colleagues, all with more than two decades of experience in oil and gas information consulting at both large and small firms. "We saw the good and bad in these environments, and our intention was to create a consulting company where individuals would come to work and it would be the last job they ever had. We wanted to make it a place where not only do employees feel valued and make connections, but we got to know their families as well."

Getting to know the people who stand behind the employees is just part of the culture that sets Noah apart from other consultancies, says Kelly Guillory, a 20-year IT consulting veteran and now a senior principal at the firm. In addition to the summer gathering,

**When you are at a large company, you don't have access to top-level management. Here, the partners are very approachable.**

PRASANNA BALAKRISHNAN,  
PRINCIPAL, NOAH CONSULTING

Noah hosts regular happy hours for consultants and their significant others.

While those are great, Guillory says, the real backbone of Noah's family-oriented culture emanates from the firm's leaders. "They give us the benefits that allow us to spend time with our families and be recharged and take care of ourselves," she explains, citing as an example a leave of absence she took last year to care for her ailing mother. "The partners checked in and sent flowers to my mom when she got out of the hospital. They made me feel like I wasn't just someone working for them making them money, but that they cared about me as a person."

### Open-Door Policy

Swept up by all the social activity and camaraderie, Jim Briggs was lured out of retirement to join Noah, first as a con-

tract employee and eventually as a full-time senior business analyst, which he's been for the past two years. Briggs says he likes the socializing, but the real draw was being part of a closely knit network of skilled consultants who are more than willing to collaborate and pool their knowledge — a mindset that's rare at larger consulting firms, he says, where peers are more apt to be territorial.

"I like having a virtual network of people I trust in California, Atlanta or Chicago," Briggs says, explaining that Noah consultants are dispersed across the country, working out of their homes when they aren't at a client site. "If I'm at a client [site] and I come across some issue, I don't have to be all-knowing. I can tap into the Noah network and get feedback."

Prasanna Balakrishnan, who has 13 years of consulting experience in the oil and gas field and has been a principal at Noah for two years, echoes Briggs' enthusiasm for the collaborative environment. "I don't see any kind of issue with seniority — it's an environment where you can be comfortable asking questions and can tap into the best expertise in the field and they are very open to sharing knowledge and teaching you," he explains.

That's even the case with the partners, whom Balakrishnan has contacted on numerous occasions to talk through a client issue or simply to float an idea. "When you are at a large company, you don't have access to top-level management. Here, the partners are very approachable; you can book a meeting with them anytime," he says.

In addition to one-on-one encounters, Noah fosters collaboration among its dispersed IT consultants and partners in a variety of ways. Because most employ-



» **Family matters at Noah Consulting:** For its annual summer gathering, employees and their families are flown in, put up in a hotel and treated to a weekend of festivities, from picnic suppers and themed entertainment to family-friendly activities like a tug of war.

ees don't work out of the small, bare-bones Houston office, the company relies on technology to keep people engaged and connected. Using Microsoft tools such as Office 365, SharePoint and Lync, Noah IT consultants stay in touch via videoconferencing and collaborate on shared documents and presentations.

Perhaps the most important communications bridge is the weekly "all hands on" teleconference, where all employees are invited to give project updates, share experiences, troubleshoot client challenges or present lessons learned from a particular engagement. For Sowmya Sethuraman, the call is the time to brainstorm with colleagues or even be formally recognized for a specific achievement — which, she says, marks a refreshing change from her days at industry giant Infosys, where she spent 13 years as a consultant.

"At Infosys, there was a lot of red tape and it wasn't easy to set ideas into action," she recalls. "You'd go to your manager, who would go to their manager, who would then go to the energy division and then to the board. By then, you would have forgotten what your idea was. If you did get the idea implemented, the credit and recognition was not great at a larger company."

It's a very different scenario at Noah, says Sethuraman. Recently, she had suggested some modifications to a strategy and road map tool that are now implemented as Noah's standard practices. At one of the Tuesday all-hands-on meetings, Sethuraman was cited for her work and, better still, received a spot bonus of several hundred dollars for the effort. "People are recognized and given bonuses for work they do — it could be getting a new client or turning a project from red to green," she explains. "You don't have to wait for year-end to get your bonus."

### The Personal Touch

In fact, Noah's bonus plan is 100% tied to individual goals, notes Tassin, who wasn't so lucky early in his career when he failed to get a bonus despite exceeding all of his personal goals, simply because his company had a down year. That experience motivated him and the other partners to design a radically different compensation and performance management plan at Noah.

John Harold, a senior consultant at Noah for only seven months, says the compensation plan is better than he's seen in his 12 years as an IT consultant. "If I have 80% billable hours, I get a minimum bonus of 20% of my base pay," he says. Last year, he was 99% billable, which landed him an even bigger bonus.

Money aside, Noah's career development and training are also standouts in Harold's opinion. Each consultant is allotted \$4,000 annually to spend on development, and a robust mentoring program provides guidance on everything from training to career advancement. "In my previous company, I had a mentor, but it was by namesake only. We met once a year for a performance evaluation," Harold says. "Here, I really feel like my mentor is involved in my career. We meet at least every four to six weeks."

It's that personal touch and all-hands-on-deck culture that ultimately separates Noah from better known and larger consulting competitors and makes it a special place for IT professionals. "You're working with some of the best people in the industry," says Balakrishnan, "and the fact that the culture gives you access to their wealth of knowledge and experience is just amazing." **•**  
**STACKPOLE**, a frequent Computerworld contributor, has reported on business and technology for more than 20 years.

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COMPUTERWORLD  
100  
BEST PLACES  
TO WORK IN IT 2014  
2013 Marcom Tech Top 100, The Connecticut Technology Council

# 100 BEST PLACES TO WORK in IT 2014 [SMALL]

## 1 Noah Consulting

No. 8 for retention

**At this Houston-based provider of information management services to the energy industry**, workers can get to know one another by participating in activities such as monthly happy hours, biannual social events for employees and their families, and volunteer projects. All Noah (page 44) employees have detailed career plans and access to mentors.

## 2 University HealthSystem Consortium

No. 4 for training / No. 4 for retention

**Skills development is a watchword for this Chicago-based alliance of nonprofit academic medical centers.** UHC pays for subscriptions to online training services, reimburses IT staffers for tech certifications and provides hands-on learning opportunities through its ongoing acquisition and integration of leading-edge technologies. Perks include a tele-work option, company-paid flu shots and fitness club memberships, and health plan discounts for workers who participate in wellness initiatives.

## 4 Coca-Cola Enterprises

No. 2 for training / No. 6 for career development

**When this \$8.2 billion global soft drink bottler with a small-but-mighty U.S. presence in Atlanta modernized its infrastructure, platforms and business processes**, IT staffers gained hands-on experience with technologies such as virtualization, unified communications and platform as a service. In addition, Coca-Cola has a formal diversity plan that helps women and minorities excel.

## 5 Commonwealth Financial Network

**Agile, fast-paced IT work is balanced by a supportive culture at this financial services company in**

**Waltham, Mass.** IT pros collaborate with business stakeholders on a variety of interesting and challenging projects. Staffers who have been with the company for three years are eligible for a free rental at one of the chairman's six vacation properties in the Dominican Republic, Florida, Las Vegas and New England.

## 6 National Rural Electric Cooperative Association

No. 10 for career development /

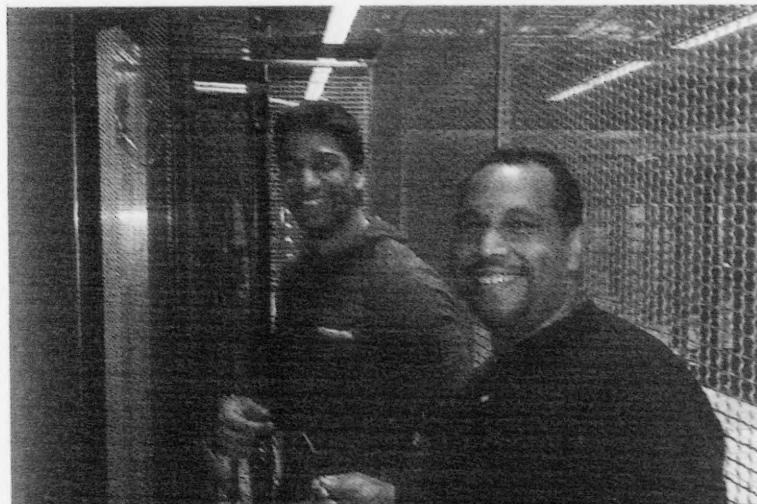
No. 10 for retention

**Career development is top of mind**

# 3

## Sev1Tech

**Employees enjoy top benefits, challenging work and a supportive environment.** **BY MARY K. PRATT**



» **Techies like systems engineer Vijay Singh and senior systems engineer Eric West appreciate Sev1Tech's emphasis on career growth.**

**IT pros at Sev1Tech don't have to worry about alignment with business goals; they are the business.** The Woodbridge, Va.-based IT services provider offers challenging work and a supportive environment to the approximately 75 tech employees who make up nearly the entire company staff, according to Brian McIntyre, vice president of cybersecurity and IT.

While IT employees work at client sites, he notes, they stay connected through the company's communication and collaboration tool. "It's a shared and trusted community that they know they can use for help," he says.

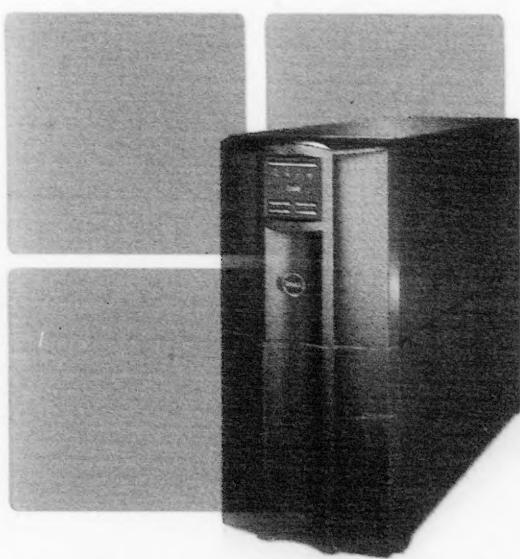
Deputy project manager Jessica Perez says she joined the company two years ago because it offered her opportunities to learn new skills and grow professionally. "With Sev1Tech, I felt those doors were wide open," she says. Managers "are always looking for ways to professionally bring you up."

The four-year-old company also provides outstanding benefits, including funding for career development and three paid days annually for employees to volunteer in the community. ♦

**at this Arlington, Va.-based organization, which represents consumer-owned power cooperatives.** NRECA offers multiple continuing-education, tuition-assistance and mentorship programs, and IT pros enjoy a challenging and fulfilling work environment thanks to the organization's continued investment in the latest network hardware, software and infrastructure. Reliable remote access to corporate systems and a policy that allows people to set up alternative working arrangements ease commuting challenges for employees.

## 7 GlobalScape

**This San Antonio-based software provider strives to make work a welcoming place**, with company-sponsored parties for employees and families, a monthly catered lunch and "breakfast Thursdays." GlobalScape aims to cultivate a relaxed corporate culture, as exemplified by its casual dress code and support for flexible work schedules. Employee recognition programs, training initiatives and a tuition reimbursement plan inspire workers to invest in their careers.



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**8** National Information Solutions Cooperative

Teamwork is a hallmark at NISC, a data-processing and billing company in Lake Saint Louis, Mo. IT takes a team approach to handling everything from end-user support to software development. The CEO personally welcomes each new hire, and the company sponsors forums, social get-togethers and family events to encourage collaboration. On-site workout facilities keep employees healthy, and NISC's Benevolence Fund gives people a way to help out co-workers.

**9** SimpliVity

Current employees stand to gain as this Westborough, Mass.-based provider of infrastructure technology increases its head count by 300% this year. Workers who refer qualified candidates receive \$5,000 if the hire is successful. A management training program develops talent in-house, and every team member holds stock options and participates in a quarterly bonus program. Other perks include free lunches and 100% coverage for medical deductibles.

**10** Datto

No. 6 for training  
"Work hard, play harder" is the unofficial motto at this Norwalk, Conn.-based vendor of backup and business continuity software. As an R&D-based company with a high rate of growth since its 2007 founding, Datto is committed to investing in its IT staff with training and certification programs. The CEO hosts monthly open forums, and poker nights and "free lunch Fridays" give people a chance to socialize.

**11** Secure-24

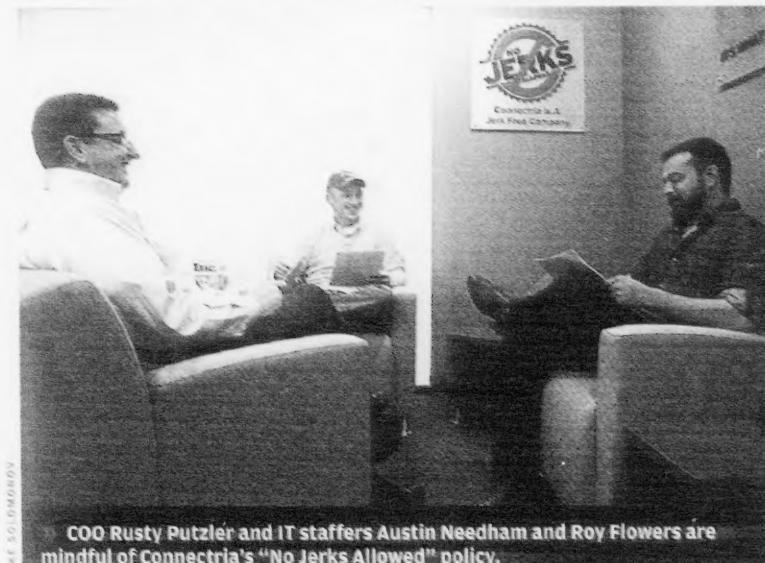
Employees at this Southfield, Mich.-based enterprise hosting and cloud computing company enjoy 100% paid health, vision and dental coverage. Large baskets of free fruit in the break rooms encourage healthy snacking, and catered lunches, holiday parties and picnics show employees they're valued. Innovators who take initiative are recognized with bonuses and monthly awards.

**12** Avaap

No. 3 for retention  
Employees are attracted to this Iselin, N.J.-based software development and systems imple-

**14** Connectria

IT pros take a positive, team-oriented approach in a jerk-free atmosphere. BY BETH STACKPOLE



COO Rusty Putzler and IT staffers Austin Needham and Roy Flowers are mindful of Connectria's "No Jerks Allowed" policy.

If you're difficult to work with, pursue personal career goals at all costs and tend to be territorial, don't bother applying for an IT position at Connectria. The St. Louis-based cloud hosting provider's branded "No Jerks Allowed" tag line is no marketing ploy – it's a mantra that helps create a better workplace.

"The jerk-free policy helps draw a different crowd," says Austin Needham, a Windows engineer. "Everyone comes together."

Vice president and COO Rusty Putzler concurs. "We want to project an aura of teamwork so silos don't develop," he says. "Everyone is pulling the rope in the same direction."

Connectria offers a smorgasbord of perks, from on-site workout facilities to free company-branded clothing and tickets to sporting events.

Access to new technology is another benefit, according to network engineer Roy Flowers. "At Connectria," he says, "we are constantly getting our hands on the latest stuff." ♦

mentation firm for its flexible approach to work, its range of training opportunities and its competitive compensation and benefits. An annual weeklong company meeting gives employees a chance to refresh their skills and participate in team-building events.

**13** Liquidnet

To foster innovation, employees of this New York-based global institutional trading network participate in weekly scrums, weekend hackathons and occa-

sional off-site brainstorming sessions. New hires are welcomed to the company through an onboarding program called "Swim Camp." And Liquidnet gives veteran employees opportunities to improve their management, leadership and technical skills through an education partnership with New York University. The Liquidnet for Good program encourages employees to give back to the community. As part of one project, more than 60 employees have traveled to Rwanda to set up IT systems, establish accounting functions and provide leadership training for vulnerable youth affected by the country's genocide.



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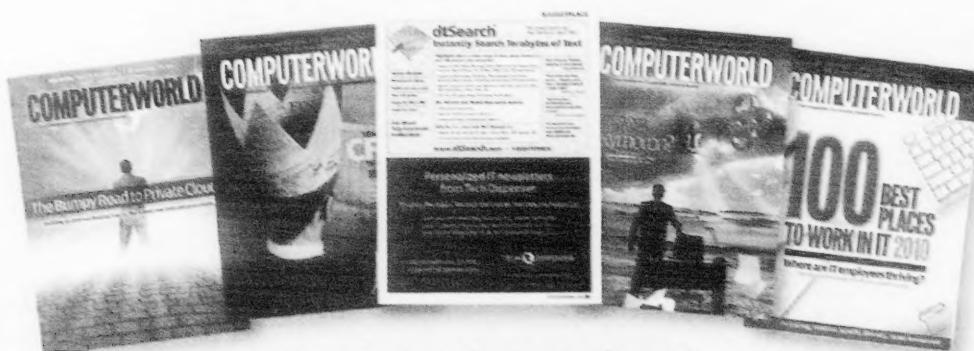
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15

**Reed Technology & Information Services**

This content management provider in Horsham, Pa., aims to make IT professionals feel

valued by offering a diverse range of training, motivational and rewards programs. A select group of senior IT staffers participate in a leadership development program, and employees are offered paid time off to do volunteer work.

16

**Independent Purchasing Cooperative**

No. 9 for training

At Miami-based IPC, a purchasing cooperative for owners of Subway sandwich shop franchises, financial benefits for IT pros include a yearly bonus (typically 10% of an individual's annual salary), free health insurance and a generous 401(k) match. IPC gives turkeys at Thanksgiving, a year-end bonus and a free meal daily — a Subway breakfast or lunch.

17

**Penn National Insurance**

IT is a strategic partner at this Harrisburg, Pa.-based insurance company, and techies get to work on interesting, challenging projects that support corporate goals. Perks include flextime and telecommuting options, compressed workweeks and flexible paid time off that can be used for sick leave, vacation or personal days.

18

**SquareTwo Financial**  
Because the leaders of this Denver-based financial services firm view technology as a tool for overcoming challenges,

members of the IT team get to be beta testers and early adopters of innovative new technologies. Perks include paid sabbaticals, telework options, reimbursement for continuing education, on-site yoga, a 401(k) program with an employer match and generous health benefits.

19

**HAVI Global Solutions**  
This Downers Grove, Ill.-based consultancy, which specializes in managed supply chain solutions and services, is committed to developing its IT talent. Companywide and IT-specific mentoring programs and a wide variety of role-specific training opportunities ensure that IT employees are in the right role and are utilizing cutting-edge tools. Workers

21 **Radiant Logic**

**Micromanagement is a no-go. Here, IT pros think and act for themselves.** BY MARY K. PRATT



» At Radiant Logic, IT staffers like Gilles Samuelson, Julia Cai, Michael Clegg and Luc Rulon are trusted to manage their own projects.

Radiant Logic's innovative projects help attract potential employees, as does the Novato, Calif.-based software company's small size. As members of a staff of just 55 people, 45 of whom are in IT, workers have a variety of responsibilities and myriad opportunities to learn.

"We try to let [IT pros] manage their own projects, and that means we ask people to think for themselves," says vice president of engineering Claude Samuelson. "They're able to bring something to the table, and it's not just a top-down order to do things."

Samuelson says generous and creative perks help make Radiant Logic a great place to work. They include high pay, flexible schedules, stocked kitchens and a dog-friendly office.

"You feel like your efforts pay off," says Wade Ellery, director of technical integration. "You're not micromanaged. There's a lot of trust that we know how to do our jobs and we do them well." ♦

enjoy a comprehensive benefits package, education assistance, adoption assistance and various incentive-based health and wellness programs.

20

**The Ironside Group**  
No. 10 for training  
Variety is a byword at this Lexington, Mass.-based consulting firm, which specializes in business intelligence. IT pros may find themselves working with a Fortune 50 company one day and a startup the next. An incentive-based development program encourages workers to acquire new skills. Competitive merit-based compensation and bonus plans reward

high achievers. Perks include four weeks of paid time off, medical and dental coverage, and a 401(k) plan with an employer match.

22

**Online Computer Library Center**

IT pros have flexibility at this Dublin, Ohio-based nonprofit computer library service and research organization. They can choose from a variety of alternative work arrangements, including flextime, compressed workweeks, job sharing and telework. To give projects a chance to succeed, OCLC sets realistic deadlines and provides workers with access to the latest technologies.

# EMPLOYERS BY THE NUMBERS

SOURCE: COMPUTERWORLD'S 2014 BEST PLACES TO WORK IN IT SURVEY

## » TRAINING

Average number of training days for each IT employee in latest fiscal year

7

Average cost per IT employee for all training in latest fiscal year

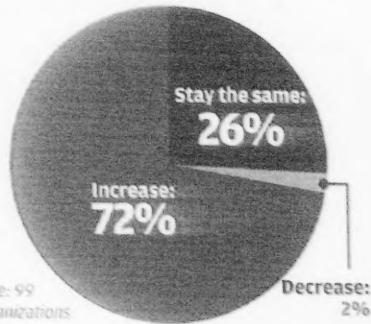
\$1,959

Percentage of organizations that said their training budgets per employee will increase in 2014

41%

## » HIRING FORECAST

Percentages of organizations that expect the size of their U.S.-based IT staffs to do the following in 2014:



Average expected increase: 10.5%

Average expected decrease: 10.5%

## » STAFFING

Average IT staff turnover rate, latest fiscal year

8.4%

Average percentage of IT staff promoted, latest fiscal year

11.7%

## » COMMUNICATION

Percentage of organizations that do the following:

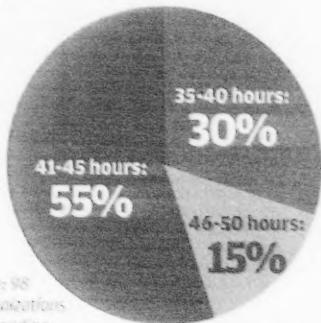
Offer IT staffers formal mentoring programs 72%

Survey IT staffers about job satisfaction once a year 64%

Survey IT staffers about job satisfaction more than once a year 15%

## » AVERAGE WORKWEEK

Percentage of organizations where the average workweek is...



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HOW TOMORROW MOVES





# IRAS. WOLFE

## Companies Can't Thrive When Generations Bicker

Employers that recognize what motivates each generation are better able to attract, retain and motivate key talent.

Ira S. Wolfe, a workforce and employee selection expert, is president of Success Performance Solutions. He has authored several books, including *Geeks, Geezers, and Googlization* and *The Perfect Labor Storm 2.0*. You can contact him at [iwolfe@super-solutions.com](mailto:iwolfe@super-solutions.com) or follow him on Twitter (@HireAuthority).

**T**ODAY'S MULTIGENERATIONAL WORKFORCE poses unique challenges to employers. If your organization lacks an understanding of what individuals in each generation need and want, you risk lower productivity, increased turnover and conflict within and between

departments and teams.

Older workers can become frustrated when they work with what they see as an aloof, spoiled younger generation seeking instant gratification. Younger employees can become disillusioned with bureaucracy, hierarchy and the phrase "that's not the way we do it around here." Those stuck in the middle — Generation X — are annoyed equally by upstart millennials attempting to leapfrog over them and by graying baby boomers standing in the way of their rise through the ranks.

The way to keep the peace is to achieve "generational competence" by making adaptations necessary to meet the diverse needs of workers of different ages. Employers will be better able to attract, retain and motivate talented people if they recognize what drives each generation and take those factors into account as they develop approaches to recruiting, hiring, onboarding and employee engagement.

Here's my list of best practices for creating a great place to work — for everyone.

**1. Build a broad employer brand.** For the first time in history, we have four generations (and soon five) working side by side. It's not unusual today to see a 70-year-old and a twenty-something in the same office, alongside people from several generations in between. Effective branding requires paying attention to each of those audiences. An older job candidate may prefer to tour your facility in person, while a millennial applicant will almost certainly watch a video tour online. Make sure your recruitment efforts cater to each.

**2. Promote generational competence.** Be aware that your managers likely need training on how to effectively supervise a multigenerational workforce, particularly when it comes to giving feedback. For example, boomer managers accustomed to once-a-year formal performance reviews may struggle with millennials, who thrive with ongoing feedback and prefer mentoring over constructive criticism. While all employees should be expected to meet the same standards, today's most successful leaders find ways to give individual feedback when and how their direct reports need it.

**3. Mentor up, down and across your organization.** Pairing less-experienced people with veteran employees can help multiple generations develop a better understanding of one another, in addition to transferring crucial skills. Mentoring partnerships are no longer just about matching a younger worker with an older, more senior employee. Ideally, mentoring and "reverse mentoring" programs foster the exchange of ideas and information up and down and laterally within an organization. Mentoring options include traditional one-on-one sessions, small-group meetings or discussion panels where a speaker presents to a large group.

**4. Realize that we're more alike than we are different.** The best places to work boost collaboration and engagement by focusing on shared principles and goals that all employees can embrace, regardless of their age. The members of your multigenerational workforce have more in common than you or your managers may realize — and that's a strength worth building on. ♦

# HOW WE CHOSE THE BEST PLACES

100 BEST PLACES TO WORK in IT 2014

**F**OR THE 21st YEAR IN A ROW, *Computerworld* conducted a survey to identify the 100 best places to work for IT professionals. We started accepting nominations in March 2013. Participants were asked to provide contact information for an individual at their company who had access to employment statistics, financial data and information about benefits policies and programs for the IT department and the company as a whole.

In January 2014, a contact at each of the 461 nominated companies received a 51-question survey asking about average salary and bonus increases, percentage of IT staffers promoted, IT staff turnover rates, training and development, and the percentage of women and mi-

norities in IT staff and management positions. Information was also collected on retention efforts; programs for recognizing and rewarding outstanding performance; benefits such as flex-time, elder care and child care; and policies for reimbursing employees for college tuition and the cost of pursuing technology certifications. Information from those surveys was used in compiling the 100 company profiles in this issue.

Upon completion of the survey, participants were emailed instructions for selecting a random sample of employees from their U.S.-based full- and part-time IT staffs. All participating companies were required to obtain feedback from their employees. The responses to the employee survey went directly to a third-party research company.

Topics covered in the employee survey included satisfaction with training and development programs, compensation, benefits and work/life balance. In addition, employees were asked to rate employee morale in their IT departments, the importance of various benefits and the degree to which they agreed with a variety of statements on subjects ranging from career growth to management's treatment of employees.

From the final 100 companies, a total of 23,764

IT employees responded to the employee survey. The nomination survey, company survey and employee survey were all conducted via the Internet. The company and employee survey portions of the research were cut off in March 2014. To qualify to complete the company survey, participating organizations had to have a minimum of 30 IT employees. Companies based outside the U.S. had to have a minimum of 300 total employees at a U.S. headquarters and a minimum of 30 IT employees in the U.S., and at least 50% of their IT employees had to be based in the U.S.

Approximately half of the total scoring was based on employee responses, with the remainder based on the survey of the company's benefits and other programs. Organizations were separated by size to produce three ranked lists for large, midsize and small Best Places. Large organizations have 5,000 or more total employees in the U.S., midsize have 1,001 to 4,999, and small have 1,000 or fewer.

The survey process was managed by Sean Galvin of IDG Research and Mari Keefe, *Computerworld*'s editorial project manager. A complete description of our methodology is online at [computerworld.com/2014bestplaces](http://computerworld.com/2014bestplaces). •

— MARI KEEFE AND TRACY MAYOR

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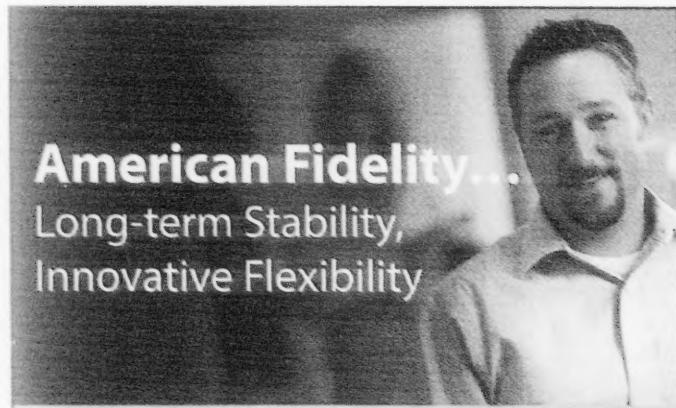
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# SHARKTANK

TRUE TALES OF IT LIFE AS TOLD TO SHARKY



HAL MAYFORTH

## Exactly the Way They Described It

Service tech pilot fish is assigned to check out a site where users are complaining about their PC screens shaking from time to time. "Several technicians before me had replaced the CRTs as well as the video cards, but the problem continued to recur," says fish. He figures it's due to flaky power, but after testing there for half a day, he can't replicate the intermittent shakiness. But just as he's packing up to leave, a user calls out, "It's happening right now!" "I glanced up, and in fact the screen was shaking," fish says. "Not only was the screen shaking, but the computer table that was holding the monitor was shaking. I did a quick look around

the office, and saw a very large man pacing from one side of the office to the other. As soon as he stopped, the monitors stopped shaking."

### When HR Does IT

Software developer is working with a user when the guy in the next cubicle complains that Outlook has locked him

out for an invalid password — even though it's the one he's always used. "The developer has no authority to reset passwords or unlock accounts, but he tells user he'll mention it to the help desk guy when he gets back to his own cube," says a pilot fish in the know. "The help desk guy tells him he knows exactly what the problem is

without looking. It turns out that HR requested that everyone's email address match their legal name — so, for example, Mike.Smith would become Michael.Smith. New email accounts were created and original accounts were disabled. Help desk guy says, 'I sent them all an email to make them aware of the change...."

### Oops!

Not all of this company's remote offices have IT staffers on-site — but each one does require several servers to keep running. "Downtime can cost the company a significant amount of money," reports a pilot fish on the scene. "After one location was down for a few days when a server failed and a new one had to be purchased and rebuilt from scratch, IT began rolling out clustered server environments with full redundancy and automatic failover of the virtual servers in the event of a hardware failure. Then one afternoon I was doing a quick check of connectivity between locations and a ping failed to respond on one of the servers in a location. First thought was that the connectivity to that location was down, but another ping showed the other physical server responding. Turns out that the server had dropped from the cluster three weeks prior — due to two hard drive failures — and no one noticed. We're so used to our users telling us when there is an issue that we neglected to set up even basic monitoring of the hardware systems."

» **Ping the Shark.** Send me your true tale of IT life at sharky@computerworld.com. You'll snag a snazzy Shark shirt if I use it.

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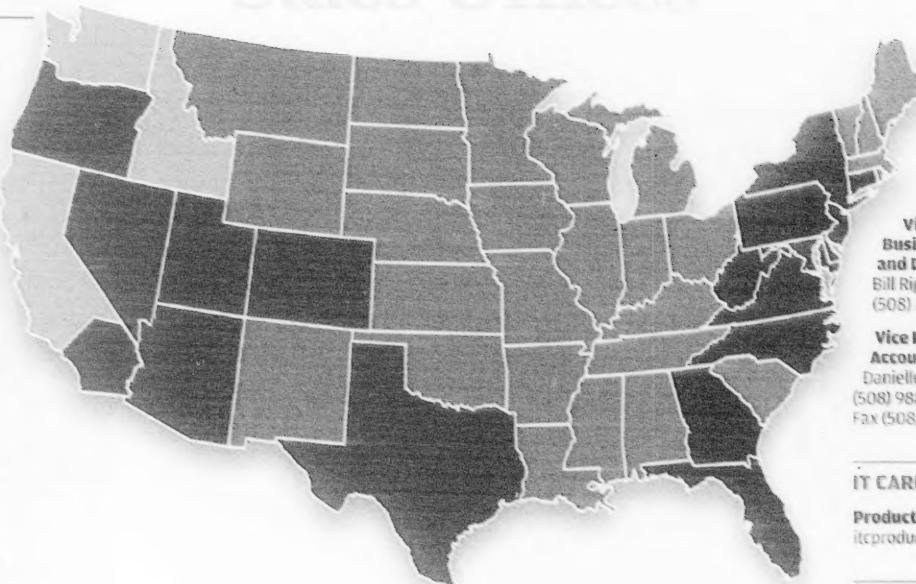
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## OPINION

# SCOT FINNIE

We're energized by the prospect of creating editorial content in new ways.

**T**HIS IS THE LAST ISSUE of *Computerworld* that we're printing on paper. It was 47 years ago, almost to the day, that *Computerworld*'s very first issue rolled off the presses: June 21, 1967. The newspaper's first publisher was the late Patrick J. McGovern, who was the founder and

chairman of International Data Group (IDG), *Computerworld*'s parent company.

It's sad to lose anything that has endured so long. But we are merely taking part in the natural evolution of the media industry, like so many great publications before us. Trains, after all, were once powered by coal and steam; *Computerworld* is moving from paper to electrons.

Our talented editors will continue to create all the content that has until now appeared in the print publication, just as they always have. That includes coverage of enterprise technologies, careers and management, plus expert analysis and news. Our thriving *Computerworld.com* website, launched in 1996, is the primary home of our content. Due to space restraints, the printed edition represents a small subset of our overall editorial offering. There's a lot more to explore online.

To make it easier to navigate, we will be rolling out a significant redesign of *Computerworld.com* later this summer. The current site emphasizes news. One of our primary design goals is to make feature articles,

opinions, special projects (such as our 100 Best Places to Work in IT package, which is featured in this issue) and other stories far more visible.

We're also developing something new for those who prefer to hold *Computerworld* in their hands. Grab your tablet (or laptop) and get ready to read the new *Computerworld* digital magazine. Beginning Aug. 1, we will email a digital magazine link to our print subscribers every month. The new digital edition will support touch and

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So let's bid a fond farewell to the paper-and-ink version of *Computerworld*. We'll miss it. But the people behind *Computerworld* are energized by the prospect of creating editorial content in new ways. That's sure to translate into good things.

Email me if you want to reminisce about *Computerworld*'s first 47 years or have suggestions about what's to come: [sfinnie@computerworld.com](mailto:sfinnie@computerworld.com). \*



» The first issue of *Computerworld* — a "newswEEKLY for the computer community" — was published on June 21, 1967.



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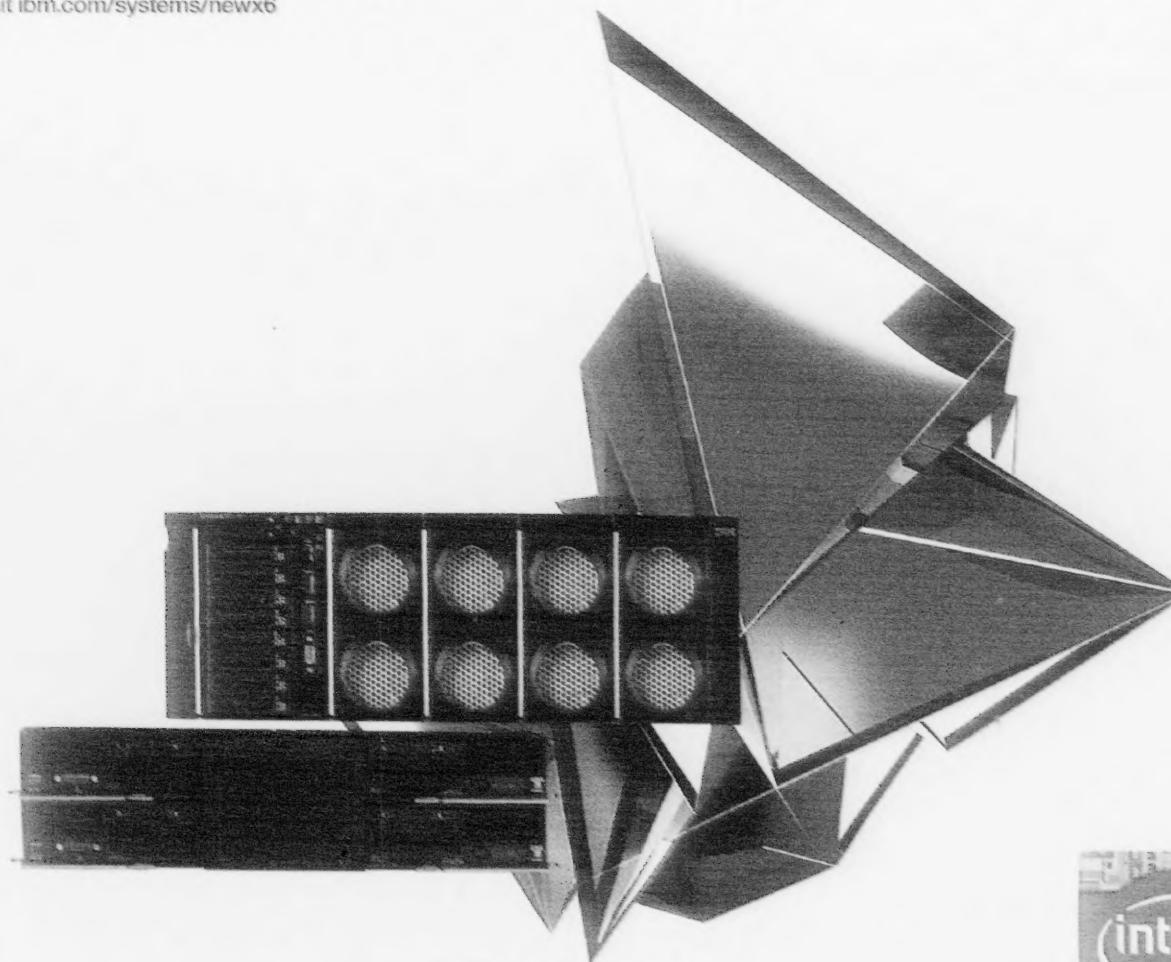
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<sup>1</sup>Based on preliminary IBM testing of x3850 X6 with PCI-E-based flash storage achieving write-latency of 15 µs and DMM-based flash storage achieving 10 µs write-latency. These preliminary results are subject to change.

<sup>2</sup>IBM System x3850 X6, 1x 4 socket x86 result. TPC-E of 5578.27 tpsE @ \$188.69/tpxE, availability 4/15/14, Microsoft SQL Server 2014 Enterprise Edition with 4 Intel® Xeon® processors E7-8890 v2; total # of processors: 4, total # of cores: 60, total # of threads: 120. Source: <http://www.tpc.org>. Results current as of 4/15/14.

<sup>3</sup>SPECvirt\_sc2010 #1 result on IBM x3850 X6 (4 Intel® Xeon® E7-8890 v2; 60 cores, 4 chips, 15 cores/chip, 2 threads/core) with 1 TB memory of 2081@118 SPECvirt\_sc2010@VMs running Red Hat Enterprise Linux 6.5 (KVM). Source: <http://www.spec.org>. Results current as of 4/23/14.

<sup>4</sup>IBM System x #1 unclustered TPC-H of 519,978 Qph/H@1000 GB, \$1.38 per Qph/H, availability 4/16/14, Microsoft SQL Server 2014 Enterprise Edition with 4 Intel® Xeon® processors E7-8890 v2; total # of processors: 4, total # of cores: 60, total # of threads: 160. Source: <http://www.tpc.org>. Results current as of 4/16/14.

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